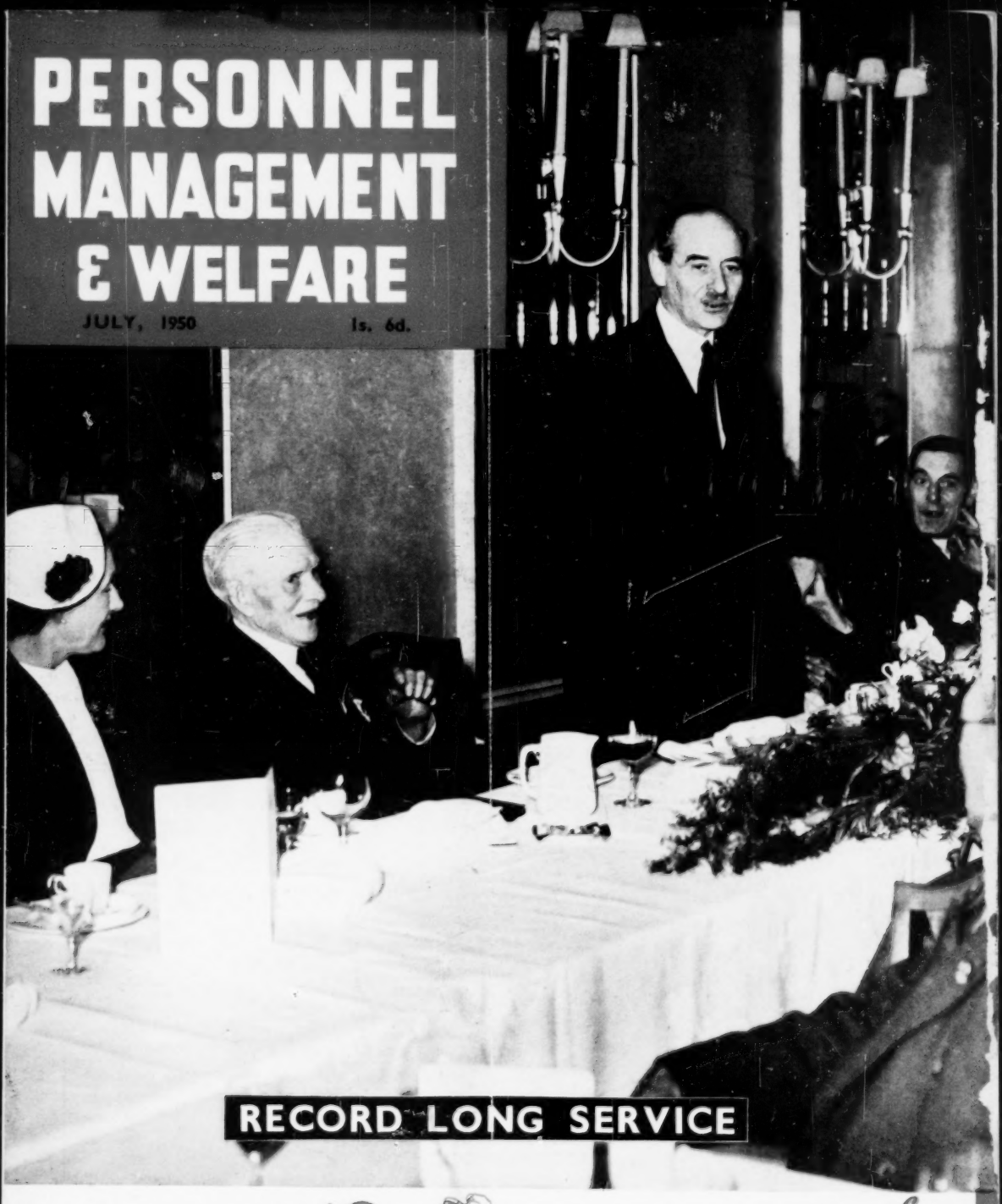
PERSONNEL MANAGEMENT & WELFARE

JULY, 1950 1s. 6d.



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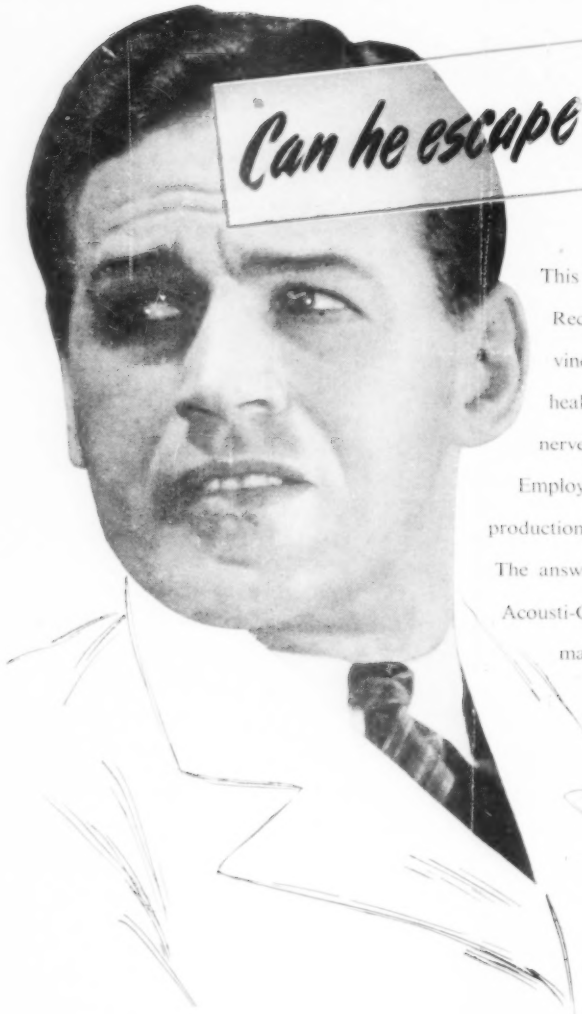
Master OXO Makes it Beefy



Can he escape NOISE-FATIGUE?

This factory worker is not the only one to suffer. Recent medical investigation has produced convincing evidence about the effect of noise on health — the wearing down of the worker's nerves, and the undermining of his efficiency. Employers know what this means in terms of production. Yet how can the worker escape from noise? The answer is in Acousti-Celotex. Properly applied, Acousti-Celotex will absorb re-echoing noise in busy machine-rooms like blotting paper does ink. Installation is simple and entails little interference with production. Practical experience has proved that desired results can be achieved.

Let us arrange an 'on the spot' analysis of your own noise problem.

Noise CAN be quieted with ACOUSTI-CELOTEX

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CELOTEX LIMITED, NORTH CIRCULAR ROAD, STONEBRIDGE PARK, LONDON N.W.10

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does every industrial cleaning job

Spreece
CLEANING JELLY
FOR HOTELS, FACTORIES & THE HOME
Makes a wonderful foamy lather which literally FLOATS the dirt off everything including the family wash. Equally efficient in hard and soft water.
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MORE QUICKLY, MORE EASILY, MORE EFFICIENTLY

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You owe it to yourself, therefore, to investigate SPREECE—the most amazing labour-saving cleanser yet produced. This wonderful new cleaning jelly can be used *for every cleaning job*, dissolving grease and grime in a flash, enabling the work to be done thoroughly in a fraction of the time, with less effort. SPREECE contains no caustic or abrasive, therefore it cannot damage the most delicate surface or fabric, nor irritate the skin. SPREECE is economical to use—simply dissolve a little in warm water to make masses of rich, foaming lather—and is equally efficient in hard and soft water. It even lathers in sea-water. *Send for a tin now.*

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A wide mesh muslin impregnated with sulphathiazole, 5 per cent, in a paraffin jelly base. It is non-adherent and has been designed to prevent the carrying away of the sulphathiazole by the serum drainage. It is intended for the treatment of septic and potentially septic wounds, burns, ulcers and sloughs. Wilmath Sulphathiazole Tulle is packed in tins of 36 pieces, each $3\frac{1}{2}'' \times 3\frac{1}{2}''$. It is easy to apply. One piece is placed in direct contact with the wound and this is covered with an absorbent material such as cotton wool. The wide mesh allows free drainage into the covering dressing.

MATHAPLAST (Regd.) SULPHATHIAZOLE ELASTIC STRIP DRESSING

Consists of surgical gauze impregnated in a solution containing 5 per cent sulphathiazole and stained with brilliant green. It is backed with adhesive plaister and is intended for use as a dry dressing. It is eminently suitable for small wounds. Striking evidence of its anti-bacterial action is afforded by the fact that when removed from a septic wound it comes away odourless. Apart from its sulphathiazole content, it is stained with brilliant green, an important therapeutic agent in itself. Obtainable in 1 yard lengths and in widths of $1\frac{1}{2}''$, $2\frac{1}{2}''$ and $3''$.

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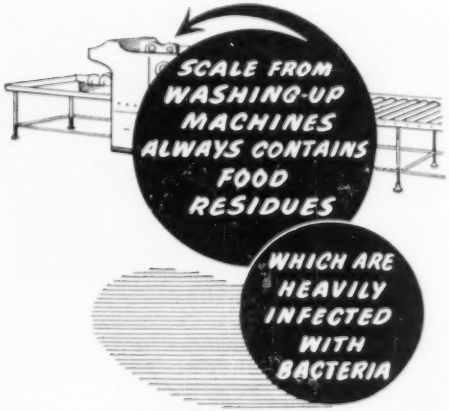
A TALE ABOUT SCALE



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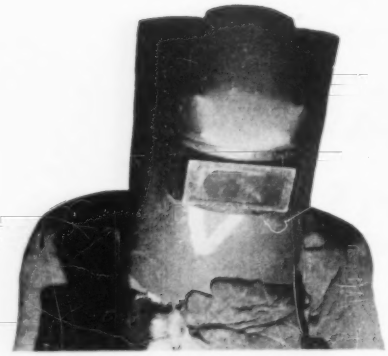

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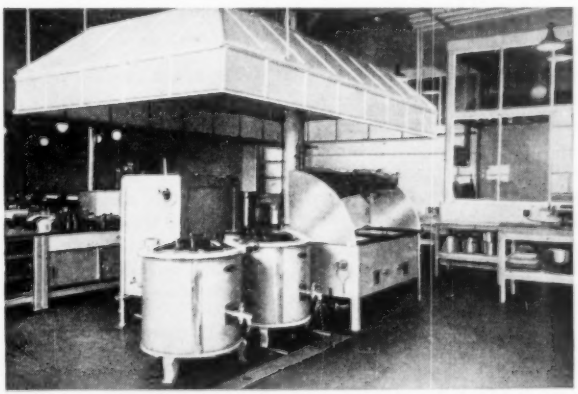
GIVE UP SMOKING? I NEVER STARTED! says Mr. Therm

Gas burnt in Mr. Therm's gas-heated appliances never produces the slightest smut or smoke. It is so clean in operation that gas equipment is kept hard at it with complete success in many places where almost surgical cleanliness is essential; and the maintenance of the equipment is confined to an easily handled minimum. The other advantages of gas as a fuel—flexibility, ease of control, rapid heating from cold and high efficiency—are so well known that Mr. Therm's face is familiar in factories all over Britain.



Here is gas doing a real job, with scrupulous cleanliness, in the industrial canteen of Joshua Hoyle & Sons Ltd., Rochdale. The equipment comprises fish frying range, steaming oven, cooking range, two 20-gallon boiling pans, dish washing machine and the usual labour-saving devices. The kitchen serves about 250 two-course lunches in 10 minutes each day.

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Workers carry on working safely in oil, water, grease when cuts and abrasions are protected by Waterproof Elastoplast dressings.

THIS OUTFIT CUTS LOSS OF MAN-HOURS

114 WATERPROOF DRESSINGS
are contained in this Outfit

A	12	3" x 2"	D	36	2½" x 1"
B	12	1½" x 1½"	E	36	1½" x 1"
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REFILLS: *Unit Packs contain* **12, 3" x 2"** *dressings,* **36** *dressings in each of the other sizes and also* **36, 3" x 1"** *dressings.*

Your First Aid Room is the place for this tin. It is the Medical and Factory First Aid Outfit containing 114 waterproof dressings made to the Elastoplast standard of quality. No water, grease, oil or dirt gets through, or under these dressings. Therefore workers with cut fingers, grazed knuckles and similar minor injuries can return from the First Aid Room to the wettest, oiliest or dirtiest job with complete safety. Waterproof Elastoplast dressings keep cuts dry and save man-hours for the firm. *Order the Medical and Factory First Aid Outfit from your usual wholesaler or write direct to the makers.*

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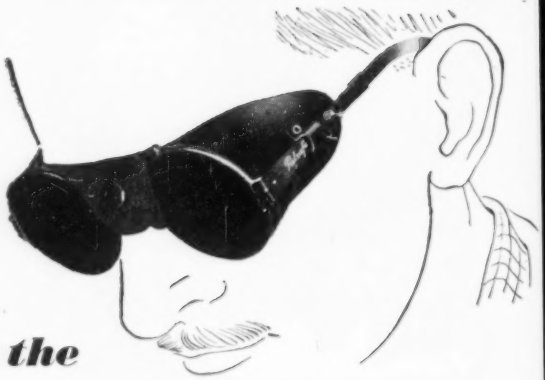
Elastoplast
TRADE MARK

MADE BY T. J. SMITH & NEPHEW LTD., HULL



the 'Pulsafe' *improved spectacle type goggle*
(patented)

Several unusual features are incorporated in this new goggle, the chief of which are as follows:—

1. The length of the sides can be adjusted to suit the wearer.
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3. The sides have been designed to ensure that the goggle does not slip and they are so shaped that there is no pressure on or behind the ears.
4. The bridge is made in two sizes.
5. The goggle can be fitted with leather, clear or green cellulose acetate sideshields.
6. A detachable leather bridge apron can be supplied.
7. The spectacle can be fitted with the following types of lenses:—

"Triplex" laminated safety glass (clear, blue or green).
Crookes' B.2 lenses
"Protex" lenses
"Neodex" lenses
Flashed blue lenses
"Calorex" lenses
Cellulose Acetate lenses
Bi-colour lenses

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Sole distributors in Great Britain for Willson Products Inc., Reading, Pa., U.S.A.

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'Perspex' is the registered trade mark of the acrylic sheet manufactured by I.C.I.

IMPERIAL CHEMICAL INDUSTRIES LIMITED
LONDON, S.W.1

P.414

They're clean, now..

A 'CRESCO' TOWEL WILL LEAVE THEM CLEAN WHEN DRIED!

Wiping hands on towels shared by many persons is unhygienic. The "common" roller towel is a breeding ground and spreader of many kinds of infection. Use 'Cresco' towels and see that the hands are clean, not only when they leave the basin, but when they are dried. Sterilised in the process of manufacture, 'Cresco' towels, a fresh one for every wash, cost far less than any laundry service.

★ *Reduce absenteeism through spread of infection—no laundry costs—no initial outlay.*

★ *The Towel Dispenser here illustrated made of strong alloy, finished in Cream and Walnut and holding over 100 absorbent towels can be refilled in a few seconds.*

CRESCO

Full details from:

CRESCO LTD., Brougham Road Works
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One of the Cresco Group

KEEPS **DIRT** AND **OIL** OUT OF CUTS!

Today, in factories everywhere, Welfare officers and first-aid staff are welcoming Dalmas, the new *waterproof* plastic dressing that is ideally suitable for first-aid in the factory.

Dalmas gives cuts and scratches 100% *protection* against oil, water, dirt, and grease. So no wasted time, no loss of working efficiency. Simply cover the affected place with a Dalmas Dressing and . . . no further trouble, no need for clumsy bandages! Your workpeople can actually *wash with it on.*

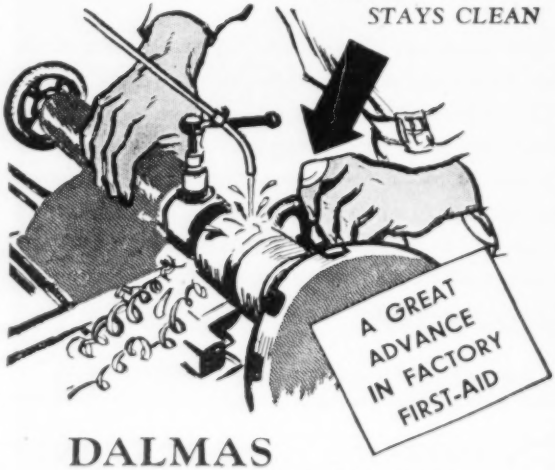
Dalmas is skin coloured, stretches *all* ways (not just one way). Because of this, edges stick tight, cannot fray, cannot catch in clothes.

Supplied in handy boxes, 1/-. Bulk supplies at quantity discounts for factories.

Send your order today to A. de St. Dalmas & Co. Ltd., Leicester (Leicester 65261). London Depot: 140-142 St. John Street, E.C.1 (Clerkenwell 3399). Leeds Depot: 14 Neville Street (Leeds 29764). Scottish Agents: Robert Telford, 29 Waterloo Street, Glasgow, C.2 (Central 2716).

Send also for Dalmas Strapping, a new *waterproof* adhesive tape with 101 first-aid uses in the factory. In 1 and 3 yard spools, 1", 2" and 3" widths. Discounts for bulk orders.

STICKS TIGHT . . .
STAYS CLEAN



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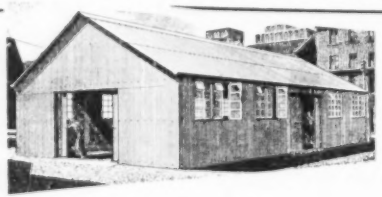

SAVE TIME & MONEY

Have you considered the many ways in which Thorns Buildings can effect economies in building costs and help production to get into full swing at the earliest possible moment? If not, write for our list of buildings, suitable for Factories, Stores, Garages, Offices, Canteens, etc.

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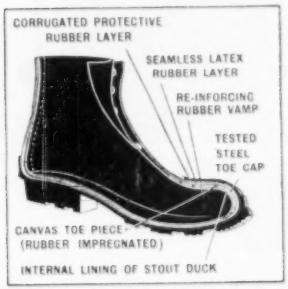
BD301C

"LOOK OUT!"

Accidents happen every day in every industry. Lucky is that workman guarded by the Dunlop Safety Boot, with its toe cap armoured with steel! Not only does the Dunlop Safety boot protect from injury; being completely waterproof it cuts down absence caused by wet feet.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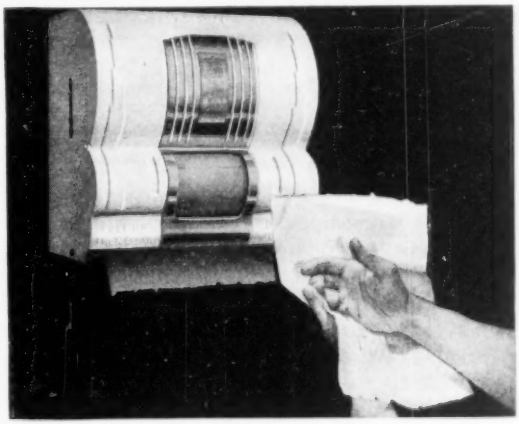

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of various designs to meet every need

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PERSONNEL MANAGEMENT & WELFARE
INCORPORATING CIVIL DEFENCE JOURNAL AND A.R.P. AND N.F.S. REVIEW

VOL. 17 No 122 JULY, 1950

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COVER

Some time ago De La Rue's in the person of Mr. Harry Adkins, aged 87, challenged the world to find an older worker—he has no less than 75 years' service. He was beaten by Mr. J. W. Rearden of California who has notched 77 years with one firm. We show Mr. Bernard C. Westall, C.B.E., of Thomas De La Rue and Co. Ltd. toasting Mr. Adkins at the special "Delarunian" luncheon in his honour, when the health of Mr. Rearden was also drunk with full honours. *(See also note on p. 21.)*

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for Canteen Tables

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PERSONNEL MANAGEMENT AND WELFARE
INCREASED PRODUCTION THROUGH INDUSTRIAL EFFICIENCY

Management Must Manage—but . . .

Need It Manage So Much?

Condensed from an article by Peter F. Drucker in the "Harvard Business Review" this plea for clear thinking ahead on the part of industrial management is worth attention over here. Under today's set-up many managements are over-driven, too often by the development of responsibilities which they need not—the author argues—have ever taken up. At the same time there is less and less opportunity for the "average man" to get any management practice and experience whatsoever, and this severely limits the number of potential recruits with any basic knowledge upon which management and owners may call.

By
PETER F. DRUCKER

"Chance of a Lifetime"—Old management (Basil Radford) and new (Bernard Miles) get together to straighten things out

AMERICAN workers on average respect the managements with which they work and in general are not concerned to take over management functions. There is, however, throughout American industry very little real idea of what management is for—and this lack is as common among supervisory grades as at the benches. It is largely because of this ignorance that quite considerable inroads into management's prerogatives have been successfully made during the past twenty years.

Two main reasons for such an attitude may be found in the fact that most people who are not actively engaged in management have no chance at all to see or study what management does, and that management itself does not manage sufficiently. Too often initiative seems to be left to outsiders and management is shy of taking its proper responsibilities in the economic and social fields.

My short answer to the problem is that in some fields (or functions) management should manage more; in others, less.

In a small organisation, or in a peasant community, more or less everyone has some managing to do. He will have to make decisions and stand by them, and in the course of time the men who make the best decisions will stand out as leaders among their fellows. But in modern industry most folk carry out orders —they lack entirely any experience of management. Indeed in an industrial community the only place where a man can learn to "manage" is in his union, and what he will learn there will not necessarily be of much use to his firm. As a result the management function is obscure and incomprehensible to the vast majority of those whose lives are largely determined by it. Even where "communication" has been developed and used and appreciated there is often very little real understanding why it has been laid on. The workers have no experience from their own work to help them.

What I think is needed is the systematic creation of opportunities to acquire this "managerial" experience within the enterprise. As far as middle management and supervision go, this necessity is being realised in all the various programmes of decentralisation, "multiple management," "junior boards of directors," and the like, which aim at giving the junior executives and supervisory groups a direct and real sphere of autonomous authority, but obviously these devices are confined to jobs which carry in themselves genuine managerial functions. They could not be extended to the rank and file.

Let Them Try

The only way to give these groups —the groups which politically and socially may well decide our future —such an experience lies in getting them to take on the management of those functions of the plant which are not, or at least not primarily, functions of economic performance, but rather "community" functions.

Management is responsible for the

Outside the works tempers are rising and "management" is due to be put on the spot—a "still" from the outstandingly interesting *British Lion* film "Chance of a Lifetime" (see synopsis on facing page)

economic performance of the enterprise, and this responsibility can neither be abdicated nor delegated. But there are literally dozens of functions which have little, if anything, to do with *economic performance*. From that standpoint, it matters little whether these functions are well or badly discharged—so long as they are not being entirely neglected. But they are essential to the *social life of the plant community*.

These plant community functions have come to be handled by management accidentally, so to speak, rather than because they are properly its responsibility. Their assumption does credit to management's heart, but very little to its head, and they involve management in all kinds of trouble and expense. They do not, however, produce a commensurate return in the form of a better understanding of the enterprise or of a greater respect of management among employees. In fact, in a good many businesses they may even breed actual resentment and hostility.

Among such activities are the recreational activities of the plant community, its sport teams, its hobby shops, its picnics and parties; its educational work; the plant paper; the cafeteria; the health and medical services; the safety programme; the arrangement of vacation schedules and, to a considerable extent, the arrangement of shift schedules. The design of the employee relations programme is, indeed, largely a management function. It may also be perfectly proper for the activities to be financed by the company. But there is no good reason why they need to be run by management.

In some of these areas management will do well to hand over complete control; in others—such as safety—it must maintain an overriding interest, but even here all details could well be left to "worker management."

Inside The Works . . .

I personally would go a great deal further. There are many areas outside the employee-relations fields proper where the community interest of the employees is at least equal to the economic-performance interest of the enterprise. In all these, at least a substantial share of the responsibility should be carried by the employees. One of these areas would be training; another, placement; still another, the suggestion system (though here the responsibility should rest, I believe, with supervision rather than with the rank and file).

The important thing, however, is not what specific areas to include but the basic principle that *responsibility for those things which are primarily matters of the community life of the plant rather than of economic performance should be urged on the plant community rather than assumed tacitly by management*. Only in this way can employees acquire that understanding of the nature of responsibility and decision which they lack today, without which they are not capable of understanding the function of management and the need for it.

This is nothing whatever to do with participation in management's main economic functions, but it may well be found that training in this more intimate sphere would go far to get the worker to understand and even to undertake, if called on, the further responsibilities that follow promotion. In any case it would do much to explain the need for managerial leadership and initiative.

. . . and Outside

Within the enterprise management can thus be accused of managing too much; outside the story is different. Too many managements refuse to assume responsibilities which are directly their concern since they can effect in large measure the economic success, if not the survival, of the firm. Hence we find increasing Government intervention in many fields, and particularly in Union relations.

How many companies have even asked themselves the question: Where do we want to be in our Union relations and in our labour contract five or ten years hence? What demands will our workers make on us through the Union?

Which demands will we be able to resist; which will we have to accede to? Is there any way in which we can satisfy these demands so as to make them conducive to greater productivity, lower costs and greater output, that is, to better economic performance? Or is there at least a way in which we can satisfy them with the least damage? I know of only one large company—the Frigidaire Division of General Motors—that has tackled this problem in a realistic fashion through a policy aimed at making it possible for the older worker to stay in productive work, commensurate to his physical and mental strength.

Management's usual argument, in this case to the effect that pensions are economically unbearable, is in fact, perfectly sound. But management, if it concerned itself with the question at all, simply concluded that it need not do anything at all because pensions would not be "economically sound." As a result (*in the U.S.*) it has been forced to accept the most expensive and least satisfactory of all possible solutions to the problem of the older worker.

"Planning" on an emergency basis in this way, believing that union demands will decline if we do not face them, simply means that initiative has been handed over.

Again the threat of Government intervention is serious. If management does not anticipate the social pressures on business, and fails to develop policies to meet them, it will be playing false to its trust; for the anticipation of economic restrictions and the development of policies to prevent these restrictions are certainly included in the responsibility for the economic performance of the enterprise which is management's. Not only that; management will also have supplied the proof to the assertion of the collectivists by its own failure to act.

Responsibility

Some of these "social expressions" of management can be readily listed:— "top management" development; "factory location" (in conjunction with whatever national plan is agreed); and conservation of human resources."

Society does not care very much who is actually in charge of this or that industrial corporation, but more and more it is concerned to be assured that the men in charge are the best for the job, that they have been picked for this one reason alone. If, through inefficiency at top level, an industrial organisation should collapse, the repercussions of its failure become a social problem. It is management's job to ensure a reasonably efficiency-succession—and to let the public know what it is doing. An outstanding (*American*) example of what could be done is obvious to those who study the foreman in industry. The foreman is both the Sergeant-Major and the Second-Lieutenant of industry, at the top of the worker's ladder and at the foot of management's. American management has yet to make up its mind where to place him—and unless it does so soon there is going to be trouble. Here again, management cannot afford to let things slide.

The new management faces a crisis — Julien Mitchell and Bernard Miles

"CHANCE OF A LIFETIME", the film the circuits did not want, is a very fine job of work with an up to the minute personnel message.

J. Courtney Dickinson, owner and managing director of a small engineering works, is a typical industrialist of the old school. When an insolent workman is sacked, the whole factory strikes. Dickinson taunts the workers with their slackness, saying he would willingly exchange his position with theirs. Two workers, Stevens and Morris are elected and tell Dickinson they will take over. Dickinson decides to give them a chance —to see sense. The new bosses secure a large order from a foreign firm. Just as the consignment is completed however the order is withdrawn owing to currency difficulties. The new management now realise that management in modern industry is not a bed of roses. Dickinson returns from holiday to use his experience to save the day.

In the end they all realise that they need each other, and Dickinson offers to train one of the workers as future managing director of the firm.

Plant location—the movement or transfer of a business has also its social implications for management. Quite apart from any security need to spread one's commitments, *someone*—management—has got to plan for the impact of a (possibly) new industry on the district which it has chosen for development. Has management really looked at this problem—or at what will happen if some "recession" dictates a shut-down? There is a big chance for top-management development here.

Apart from the pension schemes (above) there is still a considerable need for management to make its mind up about the ageing worker. American (*and British—Ed.*) industry is subject to an ever-growing "content" of middle-aged and elderly workers—what are we doing about this?

Please — No Panic Planning

Quite soon there will be a very urgent call for some sort of "full employment guarantee" in the U.S.A. Management may well be driven into some sort of panic agreement because its leaders have failed to consider the implications of a world-wide trend. The only efficient medicine is the provision of simple statistics which can show the worker where industry is going and where he fits in.

Social mobility is another line where management should already have taken a lead. Nothing should be done to hamper the chances of small enterprising businesses to grow up and on. But business management must sell this idea to the nation—including its own employees.

What is needed is precisely an understanding on the part of the American public of what the management function and the management responsibility are; such understanding alone can provide a basis for management authority. What is needed, also, is management's assumption of leadership. The future of our free enterprise system depends on the willingness of American management to live up to the implications of its own slogan: "Management *must* manage!"

A Pattern for "SHARED MANAGEMENT"

By
JAMES J. GILLESPIE
Harold Whitehead and Partners,
Industrial Consultants

SOME time ago we were asked by the managing director of a small Midlands craft firm of ninety employees to assist him in building up a "real two-way communication" between management and workers. He was not particularly interested in Advisory Joint Councils and had obviously given much prior thought to create a really live organisation. This he hoped would serve to release an even higher production than the already satisfactory figures through the sharing of a sense of responsibility.

We had rated production worker effort efficiency at about 95 if 100 be taken as a high standard of individual effort. Quality was variable and this was rated at 60. The quality of work going to the customer was, however, very high; the above rating was taken after assembly but before the work came under final inspection. Quality is now nearly 100 per cent and output is steadily rising.

In some respects, and at certain levels, we found the general morale higher than is usual in manufacturing firms. Both morale and technical efficiency appeared at first sight to be stable, but concealed many strong psychological tensions.

I was introduced by the managing director to his foremen in the first place and, naturally, found a good deal of suspicion. The jobs—and there are some 30,000 patterns in the firm's stores—are complicated and require a high craft standard, and any suggestion of "hotting-up" would, I was soon informed, lead to big trouble. My response was to offer to resign at any time that it could be proved that I was advocating or instigating new techniques!

Meeting with the first of the "Workers' Groups" was also tricky, but I had been briefed to discuss measured daywork, and this subject got things going. I made the suggestion that a day-rate system might be tried and also that time-booking be initiated. Both ideas met considerable suspicion and discussion, and eventually were left for the Group to chew over. After a fortnight they agreed to try.

After a good deal of research and the exercise of much patience we were able to hammer out together —and I stress the "together"—a "Shared Management" scheme built up as follows:

(1) The managing director — still (compulsorily) legally responsible for control but acting as a non-speaking chairman. (Actually he occupied around 5 per cent of the meeting time *from the outset*.)

(2) Seven technicians — four appointed by the managing director; three elected by workers, by office workers, and by foremen and charge-hands.

This is not another Joint Council: it has teeth!

Each Board member, nominated or elected, has a "stand-in" who has the right to attend all meetings whether his (voting) services are required or not.

The Board discuss all aspects of the business, financial results, expenses, output and input, loading, quality, shop and office efficiency, etc. An important aspect of the Board's work is its contact with the small Group meetings.

"Group" Organisation

The whole body of workers have been formed into four works and one office Group. The chairman of each is either the Group's own elected leader or their own worker-director on the Board.

The Groups differ from the Joint Council type of organisation, as they have actual executive powers. Each small basic group meets once each month at 5 p.m. and considers the Board minutes (of which they have copies), the efficiency of their own centres, timekeeping and the like. Group suggestions and criticisms are incorporated in Group meeting minutes and are passed on.

Group suggestion-productivity has been high from the beginning of the experiment and continues to be so. Especially interesting is the Group demand for education in the meaning of overheads, material control, delivery organisation and the like. There is a small monthly journal which meets this demand, as far as possible. It is at this level, that the experiment is coming to full flower; indeed, here is the very crux of the experiment and herein lies its difference from other experiments in industrial management.

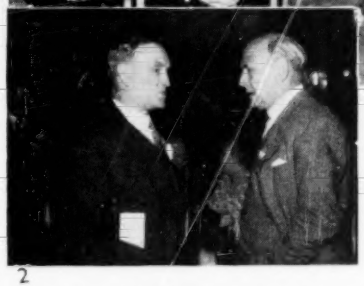
The Groups are then given an opportunity of taking on responsibilities as they occur, and attendance at a Group meeting illustrates, with a somewhat startling variation, just what amount of responsibility a free Group is willing and able to take.

Obviously such a technique as this requires to be applied by people who are sincere and sympathetic—and experienced. The consultant in such a case is little more than the catalyst that makes the various components fuse together, but he and the managing director must be prepared to spend a great deal of time and effort in working out an individual plan and in picking the men who can make it successful. There is no question of bribes—merely the convincing of a body of men that by doing so and so they will (*probably*) make more money and (*certainly*) will be able to claim that they are working out a real blue-print for industrial democracy.

From then on the workers themselves, admittedly "above average," took over and, spurred on by the enthusiasm of the managing director, produced really worthwhile suggestions to increase the overall efficiency of the business.

I would emphasise finally that we should not have reached anything like such success as we did had we not waited—and one must wait—for ideas to be hammered out by the workers themselves. This new spirit in industry may yet prove the key to all our troubles.

This article, a useful sequel to the American viewpoint which opens this number, is based on a most informative talk given by the author to the Institute of Economic Engineering in London during June.



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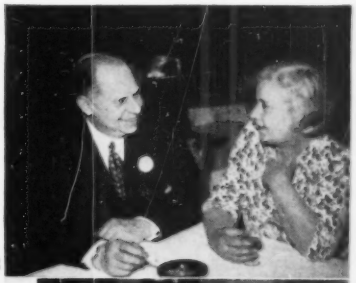
B·I·M's Margate Management Conference

Personalities at the British Institute of Management's Spring Management Conference at Cliftonville last month when sectional meetings and discussion groups took up a number of important management questions.

1. A general view of the meeting, showing in front row :— Miss Anne Shaw (*B.I.M.*); M. H. Taylor (*Taylor & Hobson Ltd.*); and Sir Charles Bartlett (*Vauxhall Motors Ltd.*)
2. Sir Godfrey Ince (*Ministry of Labour*) and Lord Piercy
3. Sir Harold West (*Newton Chambers & Co. Ltd.*) and friend
4. Breakfast group l. to r.:—N. C. Rimmer (*B.I.M. Educational Dept.*) F. C. Hooper (*Schweppes Ltd.*) and Lt.-Col. Urwick (*vice-Chairman, B.I.M.*)
5. Commander Stephen King-Hall, R.N., chats with the Hon. L. O. Russell (*director, B.I.M.*)
6. Commander Whitehead, R.N.V.R., (*Treasury Economic Information Unit*) with Sir Archibald Crawford
7. Sir Charles Renold (*Chairman, B.I.M.*) greets a delegate to the Conference

These "Oxford" meetings are still, admittedly in process of development but it is hoped that the experience gained will lead to the formation of an optimum pattern for management discussions.



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Joint Consultation for Hospital Staffs

By TOM E. DALTON

THE joint consultative committees which are now to be set up in hospitals with the approval of the General Whitley Council and of the Ministry of Health will make further demands on those concerned with the efficient running of hospitals.

In industry joint consultative committees have not always achieved their purpose; and even in those branches where some measure of success has been recorded they have sometimes produced strained relations between workers and management. The setting up of such a committee in a hospital will not automatically produce harmonious relations. Furthermore, joint consultation is not an end in itself, but merely a means whereby workers can get a better grasp of the difficulties of management, and the management a better grasp of the contribution that workers can make.

Hospital administrators can learn some useful lessons from industry. In the past thirty years many erstwhile theories have been discarded. Thus, economic considerations are no longer regarded as the principal activating force; and tradition has proved a stronger factor than reason in influencing the way a worker does his job. Moreover, it has been increasingly recognised that workers are—very naturally—sensitive about anything that impinges on their self-respect. They desire an outlet for their grievances, and a chance to put forward their ideas and theories and to ask the why and wherefore of processes and policies determined by their managers. Joint consultation can help to satisfy these needs, and to make workers aware that they are an important part of the concern.

In 1918 the Ministry of Labour—well in advance of its time—published the following list of functions ("not meant to be exhaustive") suggested as suitable for discussion by works committees: (1) issue and revision of works rules; (2) questions of discipline and conduct as between management and workpeople; (3) terms of engagement of workpeople; (4) technical library, and lectures on the technical and social aspects of industry; (5) the training of apprentices; and (6) suggestions for improving the methods and organisation of works, and the testing of suggestions.

With time and experience, the list of functions has been expanded. In industry, however, the traditional distrust between employed and employer remains; there is little enough common ground. The worker still regards the making of profit as a form of exploitation of his services; so there is conflict on policy. In hospitals, on the other hand, there is a very powerful emotional impulse which, if properly used, can provide common ground; the alleviation of suffering arouses in most minds a sympathy that can transcend all other motives.

Proposed Organisation

The committees now to be set up will not discuss rates of pay or total hours of work. Special machinery exists for dealing with such matters; and to permit discussion of them would be to undermine the authority of such bodies as the joint industrial councils and the Whitley councils.

The committees' functions are to be as follows:

1. To promote the closest co-operation and provide a recognised means of consultation between the management committee or board of governors, its senior officers, and staff.
2. To give the staffs a wider interest in, and a greater responsibility for, the conditions under which their work is performed; to give the maximum assistance in promoting the welfare of the patients and efficient administration in the hospitals controlled by the committee or board; to make suggestions for the improvement of the general arrangements for the comfort of the staff, their recreation, entertainment, and dietary.
3. To prevent friction and misunderstanding.
4. Subject to the proviso that no recommendations of the hospital staffs committee shall conflict with, or override, any decision of the general council or the appropriate functional council, to deal with such matters as: (a) the distribution of working hours; (b) holiday arrangements; and (c) questions of physical welfare (cloakroom arrangements, heating, ventilation, etc.).
5. To consider any hospital rules affecting staff, apart from any that may be prescribed nationally or regionally.

Members are to be elected from the following grades of staff: administrative and clerical; nursing and midwifery; technical and professional other than nurses and midwives; domestic, farm and garden; and artisan.

In a circular to hospital authorities (*R.H.B.*(50)47), the Ministry of Health declares that "it is contemplated that consultative committees will be set up in all hospitals except where the small number of staff makes such a committee inappropriate." Committees, it is pointed out, should be set up for individual hospitals rather than groups, since the whole purpose of the consultative machinery is to enable local problems to be discussed. Even in a small hospital the management committee should not oppose the setting up of a committee if the staff clearly desire its establishment; and where a committee is not appropriate or desired, arrangements should be made for informal consultation between management and staff on matters which would be covered by the committee. There is no need, adds the circular, for the two sides of the committee to be evenly balanced in numbers; "and, indeed, it is perhaps preferable that the management side representatives should be fewer in number than the representatives on the staff side." Since the committee's recommendations are decided by agreement between the two sides—and not by a vote of the whole committee—this does not affect decisions.

The Chairman

On the chairman will depend the ability of each of these committees to develop a common purpose through steady development of joint responsibility and attention to sound administrative principles. He must be a Solomon in wisdom and a Job in patience. In particular, he must be

(*Concluded on page* 44.)

1,500 Suggestions A Year

TEN suggestion sub-committees covering the factory, and a main suggestion committee which gives the final decision on their recommendations, form the basis of the Hoover scheme which nets 1,500 suggestions a year, about 24 per cent of which are accepted. The scheme was first introduced into the Perivale, London, factory in 1934.

The sub-committees have a common secretary for co-ordination and control, and are closely related to the ten floor divisions of the works committee. The sub-committees have power to consult any department or authority in the organisation in assessing the value of a suggestion. Each sub-committee meets weekly, but to speed up procedure each suggestion is circulated to the chairman and deputy chairman immediately it is received. Every suggestion form has an acknowledgement slip attached which is returned to the suggestor. The suggestor's name is not revealed until the main committee has made a decision.

The main committee meets fortnightly to consider recommendations. This committee, under the chairmanship of the managing director, is comprised of three directors and four company executives. Initial merit awards are £2, £4 or £6, but every three months all accepted suggestions for the previous quarter are reviewed from the point of view of actual results and major awards are made on a sliding scale, or a special award may be given for a suggestion of outstanding merit.

Rejects Reconsidered

When a suggestion is rejected, a personal letter from the responsible director or executive on the main committee goes to the suggestor stating clearly why it was not adopted. If any doubt exists, or any new point emerges, the suggestion may be reconsidered. The submission forms provided contain such details of machines or operations involved in a suggestion as can be noted in a simple questionnaire set out at the head of the form: before the forms were used vital information was often omitted, which meant delays. Awards are publicised by notices in the factory, reports at works committee meetings and in the house magazine, while posters, etc. are used to keep alive interest in the scheme.

Workers Welcome Management Interest

MORE than seven million free booklets have been distributed throughout General Motors plants, covering topics ranging from flower growing to the use of tools and management materials.

The "G.M. Information Rack Service," started experimentally in 1948, after a contest in which 1,745,854 employees told management what they wanted to know, not only about their jobs and their company, but also about everything that interested them individually.

The racks are simple wall fixtures placed at accessible points in works and offices. Notices such as "Don't Miss This One" or "Have You Read These?" draw attention to the publications, but there is no attempt to influence selection. Occasionally a booklet will contain a postcard questionnaire asking readers what they like or dislike about the service.

Scope of the booklets is virtually unlimited, but roughly they break down into five general categories. Most popular are those dealing with homes and gardens; secondly, booklets about mechanical power and engineering; third in worker preferences are those about G.M.—its operations, economics, research and products; fourthly, material on health and safety; fifth on the list are social and economic subjects.

It is stated that these information racks have helped to create a better understanding by keeping employees informed of the plant and its products, and have helped to build goodwill by offering employees and their families educational booklets of real value.

(Condensed from *Printers' Ink*, February 10, 1950.)

Personnel Ideas In Brief

CROFTS (ENGINEERS) LTD., Bradford, issue two small guides one for works and one for office staff—to tell new employees about the company's activities and the various facilities provided for staff welfare. These guides have been kept to a simple style so that revised issues can be distributed at frequent intervals, and all employees kept supplied with up-to-date information.

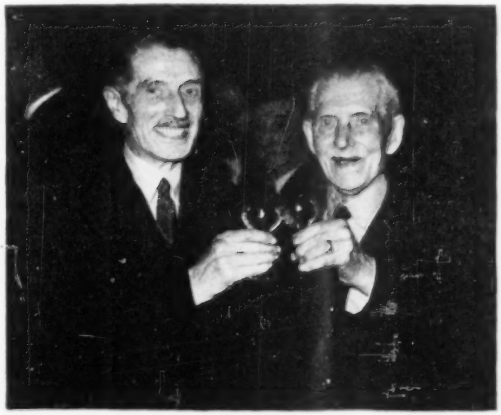
W. H. Dorman and Co. Ltd., Stafford, recently circulated to all employees an illustrated leaflet entitled "Putting You in the Picture," in order to keep them fully informed of current sales and production problems, and show their contribution to the export drive.

The Ethyl Corporation, U.S.A., also used a film to bring to the notice of its employees the facts concerning pension schemes, group life insurance, accident and sickness benefit plans.

Instead of the usual printed annual report to employees, **McKesson and Robbins Inc.,** U.S.A., have prepared a sound film entitled "Working Together in McKesson" for presentation to its 9,000 employees in the seventy-eight divisions of the company. The film is in colour and shows the nature of the company's business, its financial operations, employee pension and insurance schemes, training and promotion, etc.

Stanton Ironworks Co. Ltd., Nottingham, have issued a very comprehensive Staff Handbook, which includes a history of the company, description of the main products, staff policy, welfare and recreational facilities, and such practical details as a plan of head office and a bus timetable.

The problem of distribution of their staff magazine was solved by **Swift and Company,** St. Louis, by the installation of a news-stand placed near the time-clocks so that workers could take a copy as they went home.



Father and son with 125 years of combined service at the recent "Delarunian" luncheon, 88-year-old Harry Adkins of Leytonstone with his 63-year-old son Henry Joseph Adkins, clink glasses to the next half century!

"PERSONNEL PRACTICE"

Wage Incentives Survey

A POOR wage incentives plan will raise your costs—a good plan will cut them. This, broadly, was the conclusion drawn from a survey of a number of firms in the U.S.A. Reasons why some plans failed included:

(1) *"Loose" rates.* — Company A's plan was good when installed but was not adjusted to meet changed circumstances. Today average bonus is 65 per cent, but production is barely above day-work rate.

(2) *Plan too complicated.*—Company B's plan was based on a "multiple factor point system," and as one employee stated, "you need a college education to figure it out, and you still don't know how much you're getting per hour."

(3) *Ceiling on earnings.*—Company C's plan had a ceiling of 25 per cent on earnings, with the result that workers earned their maximum bonus and loafed the rest of the time.

(4) *Poor methods.*—Company D failed to analyse and improve methods before applying standards. Workers improved methods themselves, with the result that bonus earnings are now 90 per cent or more.

(5) *Poor scheduling.*—Company E had a good plan—on paper, but a weak scheduling section, with the result that so much time was spent on setting up for short runs that there was little chance to earn bonus, and finally the union demanded, and got, a 25 per cent bonus for setting-up time.

(6) *Inadequate maintenance service.*—Company F had a lot of old machinery and too few maintenance men. Operators had to wait hours for repairs, with consequent loss of bonus, and often did their own repairs which sometimes resulted in major breakdowns.

(7) *Inadequate premium scale.*—Company G had a split premium plan (½ per cent for each 1 per cent of output above 100 per cent standard) with the result that the reward was too low to encourage the workers to make the extra effort.

(8) *Wrong principle.*—Company H set up a scheme for maintenance men based on total plant production. While production was high, the men were satisfied, but when it dropped they became disgruntled because they were losing money through factors over which they had no control.

As a result of the survey undertaken the following eight rules are suggested as guides to the planning of successful incentives plans:

(1) you do not have to have the same plan in all departments.

(2) analyse the work of each department.

(3) if any of the work is especially adapted to the use of a group plan, lay it out accordingly, but keep the groups small.

(4) use individual payment plans for production workers unless comprised in group plans.

(5) use a standard-time plan.

(6) if it is possible to set accurate time standards, start the bonus at 100 per cent and pay 1 per cent premium for each 1 per cent increase in production.

(7) if accuracy is not possible, bonus payment may start at 80 per cent of standard, increased at the rate of ½ per cent for each 1 per cent increase in production (specific figures to fit the situation).

(8) if other than time factors are used to determine bonus, limit their selection to those which are measurable and are within the control of the individual operator or group.

(Condensed from *Factory Management and Maintenance*, May, 1950.)

£300 Suggestions

THREE Birmingham employees of Joseph Lucas Ltd., have recently received awards totalling £300 for efficiency-improving ideas submitted in the firm's Workers' Suggestion Scheme.

Presentations to recent "works inventors" were made at the Shaftmoor Lane works by Mr. R. C. Leech, general factory manager of the Birmingham group. Since the beginning of this year the firm has made awards totalling £2,000.

REPORTED IN HOUSE ORGANS

The Bowater Papers (Bowater Paper Corporation Ltd., London) is not a house organ in the usual sense, but is designed mainly as a link between a wide circle of friends in the trade. Its theme is PAPER; an exposition on paper in use, and some reflections on paper in history and everyday affairs. It will be published about twice a year and aims at a high artistic and technical excellence which it certainly achieves in this, the first, issue. Among a variety of interesting articles is one on the development of the Merseyside mill. This was established in 1929 and employed some 400 men. Within four years it had organised a sports and social club, with spacious playing fields and a clubhouse offering refreshments, billiards and dancing. It introduced a pension scheme for workpeople and staff in the middle thirties, which is still carried on. Today the mill employs over 900 workpeople, with a newsprint capacity of 140,000 tons a year and is comparable with the most modern newsprint mills in the world.

The Digger (Ruston-Bucyrus Ltd., Lincoln), reports on its apprentice training scheme. Two courses comprise the main scheme; the Craftsman Course and the Student Course. The former is to ensure a steady supply of tradesmen from boys coming from Elementary, Technical and Secondary Modern Schools, who have not attained school certificate. The latter course, to supply staff to to the commercial and technical departments, is for boys from Technical, Secondary and Public Schools who have reached School Certificate or Matriculation standard or equivalent. In addition to workshop training, they receive training in specialised departments and attend the local Technical College for one day a week at the firm's expense, as well as evening classes. After a probationary period of six months all apprentices sign a Form of Indenture. Once accepted an apprentice or student is under the guardianship of the Apprentice Supervisor, who devotes the whole of his time to their training and welfare. Apprentices' recreation has not been neglected; they have their own club, managed by their own committee, which provides facilities for billiards, table-tennis, darts, boxing, wrestling, football, tennis, plays and concerts.

Puritex News (Hall and Earl Ltd., Leicester). This is a new venture on the part of the company and carries articles on the firm's activities and news of personnel. It reports that the works' nursery, open from 7.30 a.m. to 6 p.m., can accommodate thirty-five children, from 6 months to 5 years, under the supervision of a qualified matron. Children are well provided for with good meals, play facilities and periodic medical examinations.

Spurmonews (Spurlings, London), recently undertook to "quiz" its readers as to their likes and dislikes. The results may interest editors of other house magazines. What readers liked most was the personal touch and friendly atmosphere created between depots; information as to what the other fellow is doing; family happenings, especially pictures of people heard about who will probaby never be met; open-air articles; "old timers'" corner. Other items requested were: sports articles; details of firm's activities, technical questions and answers; shorter short stories and more of them; serial stories; competitions; cartoons; prior publicity for sports and social club events; a page for ladies; gardening tips; a little colour on some pages; and provocative letters to the Editor!

P. M. & W.

WORKS FILM SERVICE

Developing the Service

By R. N. PATERSON, M.I.A.M.A.
ASSOCIATED BRITISH-PATHÉ LTD.

One particularly interesting letter has been received from a Welfare Officer who has been using films as a purely instructional medium in his works but who now wishes to go further and bring the scope of films within the range of every employee. He asks how can he accomplish this aim?

HERE is someone who sees the use of films in the organisation of a factory not merely as an instructional method, but as something that can help to bring together every section of the works personnel, thus creating a formidable adjunct to the social welfare scheme. I have always been a firm advocate of the wider application of films in the industrial welfare organisation of a works than merely utilising a number of selected films for showing to a small gathering of employees. Films should be an accepted part of a worker's life and the only way to achieve this is to make the worker a part of the film programme.

The only satisfactory way to do this is to follow the example set by one or two of the larger industrial organisations and form a works Film Society or Club. Employees will always join a club or society if it is properly organised and run by a committee which they have selected.

It is quite safe to say that 75 per cent of factory employees are filmgoers; it is their staple form of entertainment and the idea of forming their own Film Society is always very appealing.

A word of warning, however. The Society must be well-organised and there must be a keen leader and an efficient committee. The welfare officer from whom this question came has already used films and the factory possesses its own projector and two efficient projectionists, who, incidentally, are members of the staff. The possession of a projector is essential for the efficient running of a works Film Society, although in the case of the small factory it is possible to run a Society by hiring a projector when needed.

For a beginning send a circular letter to the heads of the various departments telling them that the recent course of instructional films has been so successful that it has been proposed that a works Film Society be formed. Call a meeting of the departmental heads and works foremen, explain to them that a Film Society would bring the whole organisation into the application of films to further the scheme of works welfare and staff relations. Ask them to talk to the members of their various sections and find out how many are interested in such a Society, and as the result of these talks call a mass meeting of all those who are keen to join such a Society or Club.

At this meeting the welfare officer should explain that a works Film Society would organise special shows of films of interest to the particular job their factory is doing, and also to show films of general interest such as travelogues and the best of classic films of today and yesterday.

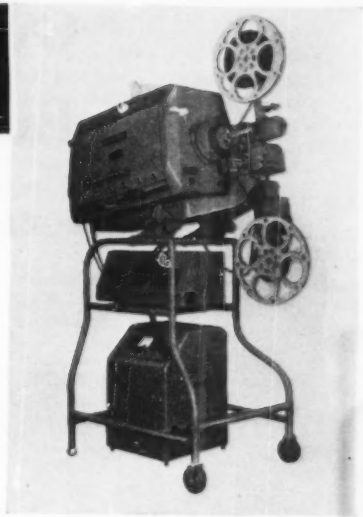
This preliminary meeting would formulate a list of objectives and elect a working committee who would, at their first meeting, decide on the yearly subscription; 2s. 6d. a year is a popular amount.

A list of suitable films should be compiled, the majority being industrial films of the documentary type rather than the instructional, and this list submitted to all members of the Society so that a popular choice can be achieved.

There should be a least two film shows a month during the winter and autumn months and a break during June, July and August. Arrange for well-known local amateur film makers to speak at some of the film shows and encourage members to learn how to use the projector.

Later, when the Society is running smoothly with a steady membership, a film-producing unit should be formed so that a short works newsreel, as a start, can be produced. When the unit becomes proficient the works can then attempt some simple instructional films.

What is the aim behind the works Film Society? It is to make the use of films a complete welfare adjunct by making the workers part of the films and visual aids scheme instead of making it something that the worker feels that he is being made to do as part of his day's work.



Latest Bell and Howell-Gaumont 16 mm. Arc Projector gives theatre-quality performance in both sound and vision. 100 per cent mobile

CAN I 'MAKE DO'?

ANOTHER interesting query comes from a welfare officer who has been granted a small sum with which to start a films programme, but finds that it is not nearly enough to purchase a sound film projector. He asks: "Can an efficient visual aids programme be carried out using a silent projector? My grant will

(*Concluded on page* 31)

Our "Blood Brotherhood" Built Morale - *and Production*

Booking his "appointment," a worker reports at the Medical Office

By G. N. J. THOMAS
MEDICAL OFFICER, WORKINGTON IRON & STEEL COMPANY

OUR first collection was made in circumstances of considerable emotion and was preceded by a "Donor Recruitment" campaign. This placed no reliance on poster, press or other forms of mass publicity, although some of these methods were used. Instead, a personal approach was made to each donor. Each department was visited by myself or the Nursing Superintendent.

After recruitment, each donor was assigned a time to attend. These times were chosen to suit the convenience of the donor, the working of his department and to avoid meal times and "clocking-on" or "clocking-off" times.

Each donor was then informed by letter of his time for attendance. Letters were properly prepared on decent writing paper, addressed to each donor by name, and signed personally by myself. They were designed to reinforce previous propaganda.

After the collection was over, a "Thank-you" article was printed in the weekly "Works Bulletin," and each donor received an individual letter of thanks, with which was enclosed his official Blood Donor's Certificate.

From our first experience we were able to deduce a number of "principles" which could serve as the basis for future collections in the works—and, indeed, for general blood collection in industry. Our experience was in fact widely publicised by the National Blood Transfusion Service and other firms have already followed our example. Among the main points which we noticed were:

(a) Emotional appeal is a very big factor in obtaining new blood donors. Mass methods of propaganda have only a limited value. A personal approach is the most suitable means, preferably by someone who is known and respected by the donors.

(b) 240 donors are as many as can be dealt with comfortably in one day by the Mobile Collection Unit.

(c) Collections during working hours tend to get better results because any delay or inconvenience discourages donors; donors gain support from the companionship of their friends and fellow workers. For these reasons collections in working hours are likely to become more frequent in the future.

(d) Men engaged in heavy industry can give blood and return to work without mishap.
No employers need fear dislocation of production or loss of workers' efficiency from a properly organised blood collection in working hours.

(e) If management and men are properly mingled in the time-table, a blood collection can produce improved morale in a works.

The Second Collection

When we came to make our second collection after an interval of eight months, we were able to test the validity of some of our earlier deductions.

The plan of campaign was similar; a preliminary article was again published in the "Works Bulletin" asking previous donors to re-attend and inviting new volunteers to come also. In addition, a letter was sent to previous donors inviting them to attend again. Departments were visited and names of definite donors collected and 225 volunteers were obtained. A time-table was then made to suit the convenience of individual donors and departments, and each donor received a notification of his or her time to attend.

No lectures and no posters were used. All the material used in the propaganda campaign stressed the sentimental side of blood giving. The visiting of departments to collect the names of donors was interrupted by the Easter holidays and also by bad weather, which made journeys round our extensive plant rather unpleasant. In all, I found that I could spend only two half-days enrolling donors in the works—and such short time did not permit of much persuasion. In fact, no attempt whatever

Twelve months ago my firm permitted a Blood Collection to be taken from volunteers from every grade of operatives and staff, which in one day collected blood from 240 Donors during working hours. The circumstances of this collection were exceptional We had just had a serious explosion with four men fatally injured and forty serious casualties. 200 pints of blood were used to resuscitate the victims and our Collection was thus in the nature of a repayment of the debt owed to the Blood Bank. This emotional background was lacking when we decided to make a second collection during working hours, but it is of interest to report that a ready response was again achieved—and that the firm's production, of some considerable National value, did not suffer as a result.

was made to persuade a reluctant donor. If a man said "yes" immediately, his name was taken; if he seemed doubtful no attempt whatever was made to persuade him.

(At this stage we had not realised to what extent the National Blood Transfusion Service had used reports of our first collection in their approach to other firms and we had no idea that the success of this second collection had become so important in their eyes. A much smaller second collection from our firm might have led many people to conclude that donors do not like giving blood in working hours, or that to return to work after giving blood upsets the donor. If we had appreciated this we would probably have made much greater efforts.)

Points to Watch

On the day of the collection all our 225 definite donors turned up at precisely the times they were expected. In addition to this, many of our previous donors attended without having been assigned a time. Apparently they had concluded that their attendance had been automatically catered for!

At the end of the day 254 donors had given blood. Also, unfortunately almost a dozen volunteers who were not expected could not be handled and had to be asked to come on the next occasion. They were rather resentful of this, and there is no doubt that it is very bad policy to turn away volunteers after they have taken the trouble to come to the centre.

After this second experience we are able to state definitely:

1. That donors can give blood and return to work in heavy industry without ill effect.

2. That even large collections can be made on a works without disorganising production if a little care is taken with the time-table.

3. That the only satisfactory way is to discover in advance how many donors are coming and assign to each one a definite time. If this is not done some donors may be rushed; this is very undesirable.

4. Over-persuasion of donors is a waste of time and unnecessary.

5. The personal approach works better than any mass method of propaganda. We have found propaganda on the sentimental side to work very well.

6. Donors need thanking properly after they have given blood. There should be propaganda after as well as before the donation if donors are to continue to attend.

7. The mixing of managers, staff, workmen and women is a help to morale during the collection and seems to improve labour and management relations afterwards.

8. We have had records in production during the week following each of our blood collections.

Effect on Production

On the week following the first collection the following records in production were made:

"Production in the Bessemer highest since July 9, 1949."

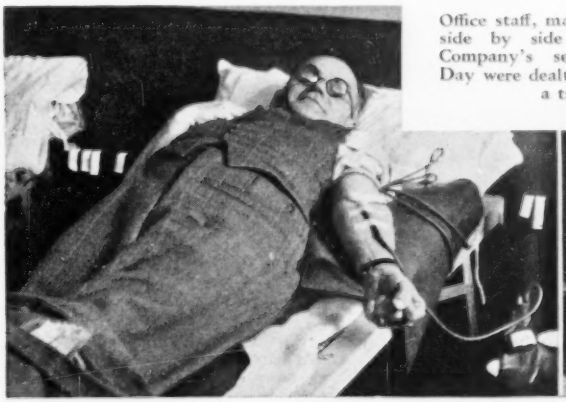
"Mill rollings were at a high figure and the best for seven weeks."

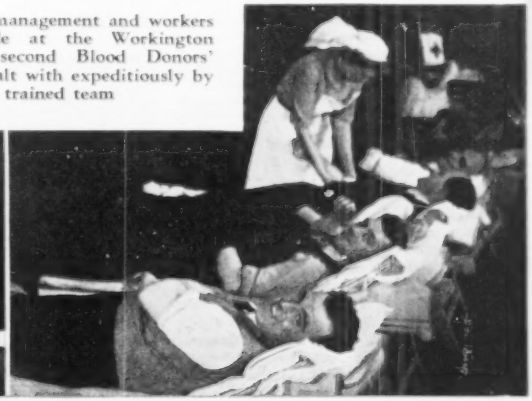
"Taking the works as a whole, production and results for the week are the best for a long time and all departments contributed."

For the week following the second collection the official production report stated:

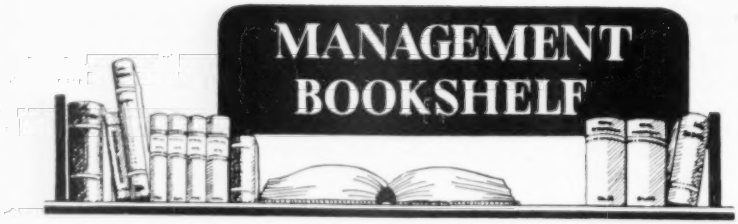
"Blast furnace results continue on the high level of past months."

"The Mill takes the highlight this week rolling over 1,000 tons of ingots on Tuesday (*the day of the blood collection*), **but Thursday eclipsed this by rolling 1,336 tons of ingots; the highest tonnage ever rolled in a day."**





Office staff, management and workers side by side at the Workington Company's second Blood Donors' Day were dealt with expeditiously by a trained team



AMATEUR CRIMINALS

THE "difficult" junior in your works today is only too likely to be the "young lag" of tomorrow or a year hence and it is for this reason that the publishers of "The Young Lag" (*Faber* 18*s. net*) sent us a copy of this arresting collection of human documents for review.

The author, as magistrate and prison "visitor" has had a lifetime's experience in dealing with criminals or "delinquents" as the modern fashion has it. He has seen, too often, what goes to make the adolescent into the wide-boy, the spiv and eventually the old lag, incapable of employment and honest industry. He has therefore taken twenty-three fully documented cases of typical "young lags" and reconsidered them from the human angle. Need all these boys have gone wrong, and could they have been checked before they went so far?

As regards the latter half of this question Sir Leo Page has some hard things to say of magistrates and of His Majesty's Judges and these do not concern the most of us. But his earlier question strikes right home. Sir Leo lays down what he considers the grounds in which crime breeds; his witness is sure and it, maybe, affects us all. He quotes and brings up to date the six "reasons" laid down in 1853 by Frederick Hill, Inspector of Scottish Prisons. These were:

(1) bad training and ignorance;
(2) drunkeness and profligacy;
(3) poverty;
(4) habits of violating the law engendered by the creation of artificial offences;
(5) other legislation interfering unnecessarily with private actions and presenting examples of injustice;
(6) temptations to crime caused by the probability of escape or of insufficient punishment.

and he adds his revise as (a) the loss of religious faith and the abandonment of the practice of religion; (b) the decay of family life; (c) the evil example of older people both in morals and in lawlessness; (d) the refusal to submit to discipline; (e) the absence of such influence for good as boys' clubs; (f) the mistaken and ineffective treatment of delinquents after conviction; (g) a widespread contempt and dislike of the criminal law.

Some of these—"unjust legislation" is an example—have been much increased of late; others are the unfortunate results of the destruction of homes during the last war and the loss of home life which has resulted. The "Welfare State" has also its share of blame to bear, for when this or that is proclaimed as the right of every citizen (old or young) the state is blown up and the family blown down. No one in (civil) authority has yet had the courage to advise a child to save up for what it wants.

Poverty today is not the cause of much serious crime, but greed is; wartime troubles (apart from the sheer lack of homes) is not the cause, but greed is, together with a slackening of all the moral impulses which religion and the home could inspire.

The condition is known; what can we do for the patient? More careful probation, segregation of first offenders from older criminals, "parole" sentences have all a part to play. Physical punishment is not considered as practicable today, although its effectiveness in some cases is not denied.

A final plea is for some sort of committee of "devil's advocates" to be available to assist the Judges before passing sentence. These should not be policemen but persons trained to weigh every sample of circumstantial evidence that can help the prisoner to get the sentence that will do him—and the community—the most good.

ART OF THE INTERVIEW.

"QUITE literally, therefore, millions of opportunities are provided each year for individuals to be guided into a more suitable job [*sic*] and away from a less suitable one. . . . . Each of these moves will be controlled by some individual who makes the decision to guide or accept a particular candidate into a particular job." This quotation from "Handbook of Employment Interviewing," by J. Munro Fraser, M.A. (*Macdonald & Evans*—8*s.* 6*d. net*) keynotes a most valuable publication. From his wide experience in industry, in the Forces and more recently with the N.I.I.P., Mr. Fraser has worked out a "seven-point" pattern for the analysis of candidates and applicants which will be of the greatest value to those who have a similar job to do. The author does not claim that this system is foolproof, but it goes as close as possible to this ideal, depending in the last resort, of course, on those curious likes and dislikes which affect personnel staff just as much as other folk. When two men meet it is always possible that a quick and mutual dislike arises; in such a case the interviewer should, if possible, arrange to have the man seen by someone else.

In some cases the job will have to be tailored to the man rather than the other way round, but Mr. Fraser rightly emphasises the prime need to analyse and describe the job itself as fully as possible before beginning to analyse the man.

Most personnel officers will enjoy this book and will benefit from its pleasant production. A specimen "interview" and the analysis of a V.I.P. indeed are extremely good.

HUMAN RELATIONS.

THE psychological approach still meets a mixed reception from industry and it may be that the major blame for this lies at the psychologist's door. Claims have been made, and broadcast, in the past that go far to put the gypsy's crystal out of business and the subsequent disillusion has been of no use to those who have endeavoured to use this tricky science to advantage.

No charge of flamboyance can be brought against Dr. H. F. Tredgold's modest book, which is based on his experience as a lecturer at Roffey Park Rehabilitation Centre. "Human Relations in Modern Industry" (*Social Science Studies; Gerald Duckworth & Co. Ltd.*—8*s.* 6*d. net*) describes without professional jargon, the paths along which the industrial psychologist has made some progress; it shows how he can help management.

The style of the book is pleasant and conversational, with passing references to world affairs and problems outside industry.

SUPERANNUATION SCHEMES—(*Hosking and Sons; Sweet and Maxwell Ltd.*, 35*s. net.*) A technical book, written for non-technicians, executives and personnel staff who are considering the institution of some form of pension-benefit. With a foreword by Mr. Hanbury-Williams, of Courtald's.

WHILLANS TAX TABLES—(*Geo. Whillans: Butterworth and Co. Ltd.*, 3*s.* 6*d. net, post free, reduction for quantities.*) A handy guide for the labour officer or the accounts department. Brought to date for current financial year.

THE CANTEEN WORKER'S MANUAL—(*A. D. Lacy: Croft Press, Farningham, Kent,* 1*s. net; twenty or more, post free.*) A reprint of an extremely useful and deservedly popular guide for canteen staff. Stiff covers.

THE SCIENCE OF ARTIFICIAL LIGHTING—(*Ackerley: E. and F. N. Spon Ltd.*, 12*s.* 6*d. net.*) Fully illustrated guide to modern lighting practice.

More Productivity Reports

CLOTHING

OUTPUT of all British firms making men's factory-tailored clothes could be increased, according to the report of the team which visited the United States last year. The Report points out that conditions under which the American industry operates are different from those in Britain, e.g. there are no Government controls comparable to the Utility scheme and materials are easily obtainable.

Most striking feature appeared to be the way in which all American employees tried to produce as much as possible without sacrificing quality. Production figures for plants visited are given, so that individual British firms and workers can compare them against their own output.

Many American workers were paid on piece rates which, with lower taxation and a better supply of consumer goods, were a strong incentive to hard work. Absenteeism was negligible, *partly because work finishes at a time when retail shops are still open.* The high production speed can partly be explained by the fact that workers are employed on long runs of the same styles, but there also appears to be greater concentration on the part of the individual worker than in Britain.

The report makes a number of technical and non-technical recommendations, including the introduction of payment-by-results schemes; avoidance of unnecessary absenteeism; encouragement of co-operation between managements and workers, between employers' organisations and trade unions, and between worker and worker.

COTTON YARN DOUBLING

REPORT of the Productivity Team from the cotton yarn doubling industry states that some British doubling mills will stand comparison with the best seen in America in regard to organisation, working conditions, quality of yarn and level of productivity obtained, but the team is confident that the average level of productivity in Britain can be raised without detriment to quality and at lower cost. There is agreement between this report and that of the cotton spinning industry that great productivity in American mills is not due to any obviously greater personal effort or skill on the part of American operatives, but is mainly due to the following factors:

A surplus of experienced textile operatives produces competition for jobs: a machine is never stopped for shortage of labour and rarely for absenteeism.

Production is concentrated on a limited range of yarns and there is a greater machine utilisation.

Direct operatives are relieved of ancillary duties; servicing of machines is by unskilled labour.

Scientific work load assessment ensures each worker a fair load. Labour is used to the best advantage.

Operatives are conscious of the need for high productivity as the means of maintaining their standard of living. In all cases earnings are related to effort.

Plentiful commodities in American shops are an inducement to the worker to increase purchasing power, and earnings are not depreciated by high taxation.

Many married women work to provide themselves with luxuries, though their husbands receive high wages.

Operatives are educated to be "safety conscious" rather than "accident conscious." Losses due to accidents are rare.

Definite separation of technical management from production management enables supervisory staff to concentrate on maximum production.

Specialised maintenance staffs increases efficiency by ensuring good running and elimination of breakdowns.

Other factors are: cleanliness and orderliness; removal of irksome duties from operative's responsibility; knowledge that all workers have an equal load and equal opportunities to earn; good employer-employee relations.

The team makes a number of recommendations, including the adoption of scientific work load assessment; financial incentives; better methods of recruitment and training; improved safety techniques; improved status for supervisory staffs; recognition of smoking as "a needful requirement"; and reduction of production losses from absenteeism, lack of planning, etc.

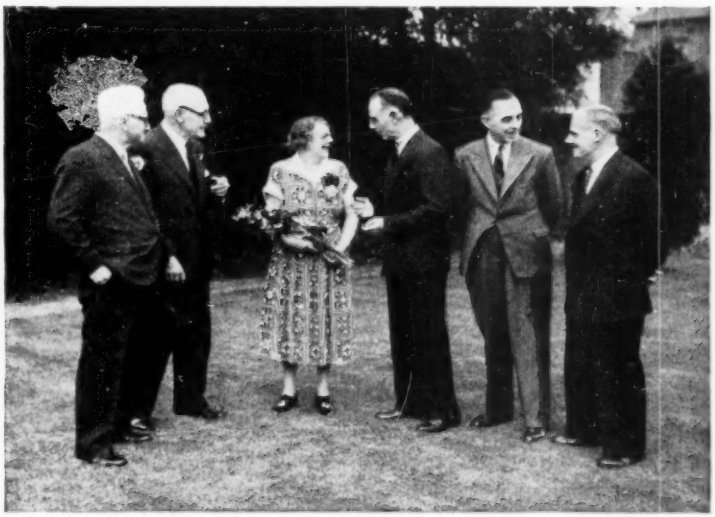
INTERNAL COMBUSTION ENGINES

RECOMMENDATIONS made by this productivity team include a revision of the wage structure in the engineering industry in Britain and a general acceptance of properly applied time study; greater incentives to workers through a reduction in direct taxation; a more efficient use of the labour force; better training of supervisory personnel; reconsideration of the apprenticeship system; greater interchange of information on production methods between firms; consideration of the effects on the industry of a high export of machine tools, and the general position of material supplies; improved production methods.

The report recognises the "very considerably" higher productivity attained in the U.S.A. and examines the factors contributing towards this.

Labour utilisation was found to be better than in Britain. There was acceptance of non-craftsmen by managements and unions, except in such departments as plant maintenance, research and the toolroom.

The emphasis in American plants appeared to be far more on the utilisation of the individual's working time than on total output. The greater and more attractive variety of food available to American workers must be considered in relation to industrial output. The team agrees that trade unions



275 YEARS' SERVICE—Six fellow workers with Beldam Asbestos Ltd., whose service totals 275 years. L. to R.:—H. Coomb (*Director*), **53 years; E. A. Beldam** (*Director*), **47 years; Miss E. M. Williams** (*Office Supervisor*), **43 years; W. R. Beldam** (*Director*), **47 years; A. W. Osborne** (*Works Manager*), **45 years; H. A. Hare** (*Dispatch Department*), **40 years. Nineteen employees with over 25 years' service with the company have been presented with gold watches to mark their long service**

in the United States are as conscious of the importance of high production as are managements, and there is no question of making regulations which tend to limit earnings. The prospect of advancement open to all contributes to the determination of the energetic American to get to the top of the ladder. Fear of unemployment is an incentive to hard work, as is the influence of American women as pace-makers in raising domestic standards.

MATERIALS HANDLING IN INDUSTRY

REFORMS in the handling and disposal of materials in British factories and the introduction of mechanised handling on a wide scale are recommended.

In America factory managements continuously review all matters affecting movement of materials, and results are seen in increased productivity and reduction of costs. This fact is accepted by all grades of employees as well as top management. High rates of pay and lack of "cheap" labour have accelerated the introduction of mechanisation.

Many U.S. companies employ full-time engineers to plan and apply handling methods and help workshop supervision make the greatest use of these techniques. American workers appear to get more out of life than their British counterparts. A simple wage structure, the rate for the job, shorter working hours, social security provisions by employers, all play a significant part in obtaining ready acceptance and successful operation of new productive methods.

Co-operation Increasing

AN increase in labour-management co-operation at the factory level and growing effectiveness of conciliation and arbitration machinery are noted in a report on world industrial relations which was the subject of a debate at the June general conference of the International Labour Organisation. With regard to labour-management co-operation, the report states that there has been a "remarkable advance" since the war in a considerable number of countries. In the United States out of 263 undertakings which replied to the questionnaire 226 indicated that co-operation in some form had been their practice for several years. In Canada in March, 1949, there were 615 committees representing 275,000 workers. The report also finds that collective agreements, in one form or another, are now covered by legislation or regulated by established practice in at least forty-eight countries.

A recent survey showed that, over a period of twenty years in twenty-two countries, average lost time due to stoppages amounted to less than one-fifth of 1 per cent of total working time, and is an indication of the degree of effectiveness of such procedures in the prevention and settlement of industrial disputes.

Australian Apprentice Scheme

A RECENT conference, convened by the Australian Council of Trade Unions, has considered the problems arising from lack of uniformity in apprentice schemes in operation in the different States of the Commonwealth, and the present tendency of youths to go into well-paid but "dead end" jobs upon leaving school.

The conference adopted a report calling for an enquiry into uniformity in apprenticeship to investigate, in particular, pre-apprenticeship technical and practical training, the quota of apprentices to journeymen and the transfer or interchange of apprentices. They also adopted a recommendation for the setting up of a permanent co-ordinating committee to act with the A.C.T.U. on all apprenticeship questions.

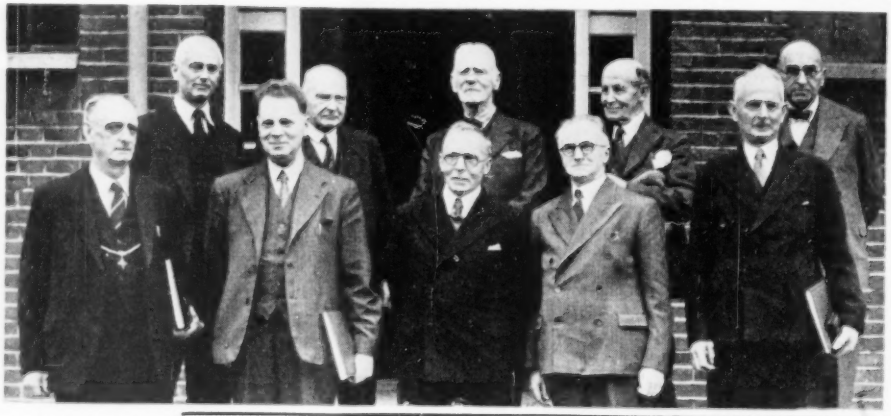
Apprentice Holidays

IN 1950 Industrial Welfare Society is organising camps for apprentices and other young people in industry, in this country and in France. Their aim is similar to that of their predecessor, the famous "Duke of York's" Camps to widen the knowledge and to broaden the experience of young people in industry through the medium of friendly contacts in a holiday camp.

At intervals throughout the summer, more than 350 young people will be leaving this country for camps in Brittany, in the Pyrenees, or on the Riviera. They will be joined by young French apprentices through the organi-

LONG SERVICE

Sir John E. Thornycroft, K.B.E., recently presented a gold watch and chain to each of five employees of John I. Thornycroft and Co. Limited, who had completed 50 years service with the company. The presentation was attended by the Directors, many executives and a large gathering.



Our group shows (L. to R.) *Back:* J. W. Thornycroft, Thornycroft Donaldson, Sir John Thornycroft, Sir Reginald Skelton, A. H. Musto. *Front:* A. J. Wilkes, G. N. Davison, T. Baker, W. J. Pery, J. Pindar, the five recipients of awards

A SCHEME for joint consultation between managements and staffs, designed to promote mutual understanding in the interests of efficiency and patients' welfare, is to be adopted by hospitals in the National Health Service. This is the result of an agreement between the Ministry of Health and the Health Service Whitley Council, and the Minister has asked for such committees to be set up as quickly as possible, except where arrangements for informal consultation would be more suitable. (*See article on page* 20.)

sation of *L'Association des Mouvements d'Internationaux de Solidarite.*

Through the courtesy of Holiday Fellowship, there will be another camp at Kessingland, near Lowestoft where 100 French apprentices will take their holidays alongside English youngsters.

Costs of the camps are extremely low and range from £2 12s. 6d. per week for an English boy at Kessingland to £19 0s. 0d. for a fortnight's holiday in the Pyrenees inclusive of a day and night in Paris for sightseeing.

Further information may be obtained from Mr. J. T. Collins, I.W.S., 48 Bryanston Square, London, W.1.

Education In Industry

SPEAKING at a recent conference at Leamington, organised by the British Association of Commercial and Industrial Education, D. R. Thomson, *chief education officer, United Steel Companies Ltd.*, stressed the need for a scientific approach to training and stated that remarkable gains could be achieved by efficient organisation. He reminded listeners that the success of British war-time operations had been achieved by efficient training; similar means could produce similar results in industry.

F. H. Perkins, *chief education officer, I.C.I.*, who spoke on the "Ways and Means of Training," said that training must consist largely of a progressive, long-term process. No isolated course, however brilliant, could ever produce a manager. The guiding principle must be equality of opportunity, so that the best might rise in accordance with their abilities.

J. A. Hunt, O.B.E., *general manager, Hymatic Engineering Co. Ltd.*, said that many training schemes were not as effective as they might be, because they aroused resentment amongst employees who were not included. Training should improve team spirit, but would only do so if the feelings of all workers were taken into account, not merely those of the trainees.

F. Loxham Kidd, *personnel manager, Birmingham Co-operative Society*, stated that small firms often spent more money per head on training than large ones, partly because they depended more on skill and craftsmanship than on mass-production by unskilled labour. The direct outgoings on training an apprentice might vary between £1,250 and £2,000, according to the complexity of the scheme; indirect costs in terms of dislocation of work and sub-standard production might add considerably to this figure.

WEDNESBURY, Darlaston and District Manufacturers' Association is establishing a junior council for young men who have been selected by their firms for future executive positions. It aims to give its members experience of matters which they might not normally acquire for another ten to fifteen years.

Suggested Schemes

Suggested projects for the junior council are the collation of information about local wages agreements; joint discussions with trade unionists on union history; objects and restrictive practices; and consideration of such matters as transport rates, development charges, the Factory Acts, development of mechanical handling, exporting, etc. Specialists will be asked to take small study groups to deal with specific problems of interest to local managements.

Absenteeism In 1949

FINAL figures given by the Ministry of Labour show that there were 1,431 stoppages arising from industrial disputes during 1949; 1,426 having begun in 1949 (compared with 1,759 the previous year) and five having continued from 1948. These involved a total of 434,000 workers (*compared with* 426,000 *the previous year*), about 120,000 of whom were indirectly involved, i.e. thrown out of work, but not themselves parties to the dispute. Total time lost in 1949 is estimated at about 1,807,000 working days.

An analysis of the causes of industrial disputes shows the following: Wage disputes accounted for 42.8 per cent; hours of labour 3.8; employment of particular classes of persons 16.1; other working arrangements, rules and discipline 32.1; trade unionism 3.2; sympathetic action 1.5; other causes 0.5.

The industry mainly affected was mining. Stoppages in the transport industries, mainly dock workers, were responsible for nearly one-third of the time lost in 1949. These two industries accounted for over two-thirds of lost time. In other industries there were no stoppages involving very large numbers of workers, and the aggregate loss of working time was lower in 1949 than in any year since 1942.

University Probes Workers' Absence

TWO Birmingham University research workers have carried out investigations in Midland factories employing some 7,000 workers and found that absenteeism was highest on Mondays; due rather to low morale than to tiredness. Amongst other facts they found that there was least absenteeism on Fridays!

Industrial Nurses' Scholarships

MINISTRY of Labour offers scholarships to men and women who are State Registered Nurses to enable them to take a full-time course in industrial nursing at the Royal College of Nursing, London, or at the University of Manchester. Candidates must be not less than 24 years of age and have at least one year's post-graduate experience. Financial assistance given by the Ministry will cover training and examination fees, together with an allowance of £100 (£80 in the case of a person living at home during training). An additional allowance will be made for adult dependents or children at the rate of 10s. or 5s. a week respectively. Further details can be obtained from the Ministry of Labour (*A.T.B.*), 3 St. James's Square, London, S.W.1.

Industrial Injury Benefits

HOW, when and where to claim the different National Insurance and Industrial Injury Benefits is explained in an official leaflet issued by the Ministry of National Insurance, prepared in response to requests from personnel managers and welfare officers for information which will assist them in their work. Copies may be obtained from the Chief Information Officer, Ministry of National Insurance, 6 Carlton House Terrace, London, S.W.1 (*leaflet P. R.* 347/6).

WAGES NEWS

BAKING.—Members of the Amalgamated Union of Operative Bakers, Confectioners and Allied Workers meeting at Brighton last month instructed their executive council to negotiate a national wages and conditions agreement.

B.B.C.—The annual delegate meeting of the B.B.C. Staff Association has decided to press for the granting of wage increases agreed with the B.B.C. for clerical and secretarial staff which were suspended because of the Government's wage freezing policy. It also urged conclusion of negotiations for increases for monthly-paid staff.

CIVIL SERVICE.—The annual conference of the Civil Service Union, held in London last month, endorsed the protest of the national staff side against the discrimination exercised in regard to their wage claims, and called upon the Prime Minister to give an early reply to the deputation which met him recently. They unanimously declared "complete opposition to a policy of wage freezing" and urged the union to press forward claims for all members.

ENGINEERING.—Mr. Jack Tanner,

president of the Amalgamated Engineering Union, asked his annual conference at Blackpool last month to consider the legal limitation of dividends. He suggested that any surplus earned by companies over and above such a legal limit should be shared in agreed proportion between workers and employers. He maintained that there was resentment at the continuing high level of prices and profits, but argued that the T.U.C. policy of wage restraint had been justified and generally successful, although with increased production and more consumer goods the danger of inflation was not so great as a year or two ago. He did not accept the view that unions should concentrate on improvements for lower-paid workers only, and pressed the claims of skilled workers and the maintenance of "differentials" which had now reached a very low level, especially in the engineering industry.

The conference voted for continued pressure for an increase of £1 per week, which is the subject of the present ballot on strike action.

FILM INDUSTRY.—The recent annual conference of the National Association of Theatrical and Kine Employees asked for an enquiry into the wages structure of the British film industry, and for the re-opening of negotiations to improve rates and conditions of workers in suburban and provincial theatres.

FOUNDRIES.—In his presidential address to the annual conference of the Amalgamated Union of Foundry Workers, Mr. A. M. McDougall stated that his union had at no time agreed that wage freezing was the answer to the country's economic difficulties. The demand for a wage increase would become more pressing now that coupon rationing was becoming superseded by price rationing. It was contrary to all Socialist teaching to suggest that full employment could be maintained by curtailing the purchasing power of the people.

GENERAL WORKERS.—Speaking at the annual conference of the National Union of General and Municipal Workers, the president stated that one of the most significant features of the past year's industrial record was that wage questions accounted for only a small proportion of all strikes. This was an answer to those who said, for reasons of their own, that the T.U.C. policy of wages restraint had broken down. The wage index had moved up from 105, at March 1948—when unions accepted T.U.C. policy—to 110 at present. What had happened was proof that with increasing production earnings could also be increased.

LOCAL GOVERNMENT.—Delegates to the annual conference of the National Association of Local Government Officers instructed their executive to initiate an immediate campaign for an all-round increase in salaries.

MINES.—Strong support for the new wage claim for the lower-paid workers in the coalmining industry is likely to be forthcoming at the annual conference of the National Union of Mineworkers to be held at the beginning of July. Negotiations with the National Coal Board are now proceeding.

A new wages structure, pensions for miners and two weeks' holiday with pay were among the demands made by the Scottish National Union of Mineworkers at their area conference at North Berwick last month.

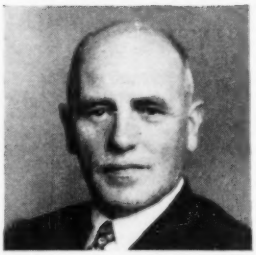
The conference of supervisory and clerical grades of the mining industry held at Scarborough recently called for payment for working in wet conditions equivalent to that paid to workmen and deputies, and a guaranteed five-day week for day-wage foremen, surface and underground.

POST OFFICE.—The Post Office Engineering Union at its annual conference held last month refused to condemn wage stabilisation outright, but supported its executive council in criticising the "narrow and clumsy" operation of the policy. The Council's resolution called on the Government to take vigorous action to reduce prices, rents, interest and profits.

RAILWAYS.—The Associated Society of Locomotive Engineers and Firemen has instructed its executive to present a claim for wage increases on behalf of its members in British Railways and London Transport. This is an abrupt change of policy, since the union quite recently refused to associate itself with the claim for a general wage increase for lower-paid workers made by the National Union of Railwaymen. The A.S.L.E.F. caters mainly for skilled men and is concerned with the repercussions of increases in the lower grades without proportional increases for other employees, as well as the effects of the increased cost of living. Their claim also affects higher-paid members of the N.U.R.

TRANSPORT AND GENERAL WORKERS.—The executive council of the Transport and General Workers' Union has passed a resolution urging the Government to reduce prices and limit profits, and asking the T.U.C. general council to discuss with the Government the wages of lower-paid workers. The executive considers that wages stabilisation is vitally necessary, but feels that the Government has a definite responsibility in the matter of wages, prices and profits, and that it would be a major disaster if an indiscriminate wage scramble developed. The executive has reserved the right to handle wage questions affecting its members in the light of any variation in T.U.C. wage policy or any general departure from that policy by affiliated unions.

VEHICLE BUILDING.—The National Union of Vehicle Builders, at their annual conference at Plymouth, reaffirmed their opposition to the wage restraint policy of the Government and the T.U.C., and urged an application for new wage increases and stricter control of prices and profits.



Knighted in the King's Birthday Honours List is Mr. Charles Blampied Colston, C.B.E., M.C., D.C.M., chairman of Hoover Ltd., for services to the Ministry of Labour and National Service

Dr. A. J. Amor, principal medical officer of Imperial Chemical Industries Ltd., receives the C.B.E. Dr. Amor is a well-known member of the Association of Industrial Medical Officers

Mr. F. G. Varcoe, personnel manager of the Sperry Gyroscope Co. Ltd. has recently been elected president of the Brentford Chamber of Commerce. He also holds office in a number of organisations in that area

THE Tobacco Workers' Union annual conference held in Glasgow last month decided "because of increased production and increased profits" to press for a forty-hour week.

Works Film Service—*from p. 23*

just allow the purchase of a silent projector and accessories."

It is definitely possible to run a very useful films programme using only silent films; in fact, a number of our larger industrial concerns have made a number of useful welfare films without adding a sound track.

The choice of films is limited, of course, but there is a very wide range of educational subjects available on silent film stock; in fact, most of the films now being used in schools and technical colleges are silent.

A Warning!

By far the best plan is to buy an inexpensive silent projector and spend the balance on a filmstrip projector so that any subjects not available on silent film can be demonstrated by means of filmstrips. When a silent 16 mm. film projector is used there is always the risk that an inexperienced projectionist may try to use a sound film, which is slightly wider than the silent type. The result would be very expensive as the film would probably be ruined beyond repair.

Film Sponsors List

NORTH BRITISH LOCOMOTIVE CO. LTD., of Glasgow, has been added to the long list of industrial film sponsors with two useful films "North British" and the "Right Choice." Both are 20-minute, 16 mm. films, intended to outline the work of the company in the locomotive building industry, and the scope which it can offer to young men who join.

The second film is mainly concerned with this aspect and has been designed for showing to potential recruits. It covers the work of the training school and the welfare club which the firm operates. Producer of the documentaries was Edward Cook.

WE have received a copy of a Handbook for Supervisors issued by Tube Investments to their foremen and charge-hands. Part I deals with matters which concern all T.I. companies; Part II is prepared by subsidiary companies and deals with matters affecting the individual company; Part III, also prepared at the works, deals with technical details.

We hope to review this fully next month.

ADVICE DEPT.

THE following representatives of industry have been appointed to the re-organised Public Schools Appointments Bureau which will advise and place public school boys in industry and commerce.—Mr. G. W. Anson, Imperial Tobacco Company; Mr. P. C. Ashton, Courtaulds Limited; Sir Ronald Nesbitt-Hawes, English Electric Company Limited; Mr. J. L. Royden, Duncan, Fox and Co. Limited; Major Scott, Tube Investments Limited; Mr. David Smith, W. H. Smith and Son Limited; Mr. D. R. O. Thomas, United Steel Companies Limited; and Major-General R. F. E. Whittaker, Lloyds Bank Limited. (One vacancy still to be filled.)

Chairman of the Bureau is Mr. Hugh Lyon, former headmaster of Rugby. A number of headmasters and representatives of Governing Bodies, together with representatives of industry, constitute the Bureau.

THE Minister of Labour has appointed Frau Dr. Maria Roos to advise the Department on questions affecting the welfare of German women workers in this country and to assist with their personal problems. Her office is at 3 St. James's Square, London, S.W.1.

ARREST INDUSTRIAL FATIGUE

Industrial Fatigue—the thief of productivity—will be arrested within a few hours of calling in the TYPROD Mat for permanent duty on production lanes and operators' stands.

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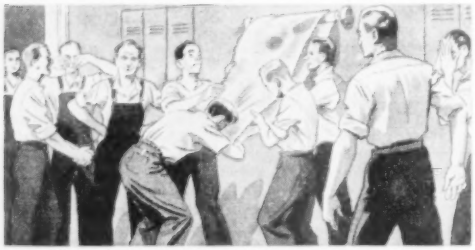

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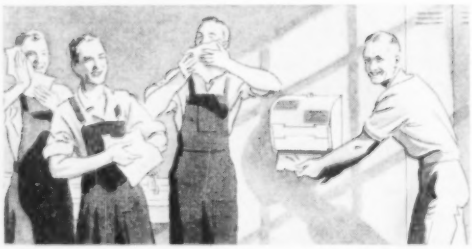

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Summary of Official and New Rulings

STATUTORY INSTRUMENTS

No. 737. The Rope, Twine and Net Wages Council (Great Britain) (Constitution) Order, 1950. Dated May 8, 1950, made by the Minister of Labour and National Service under Section 20 of the Wages Councils Act, 1945 (a). *H.M.S.O.* 1*d*. (Brings the constitution of the Rope, Twine and Net Wages Council (Great Britain) into conformity with the requirements of the Act. Operative as from May 15, 1950.)

No. 756. The Linen and Cotton Handkerchief and Household Goods and Linen Piece Goods Wages Council (Great Britain) Wages Regulation Order, 1950. Dated May 10, 1950, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945 (c). *H.M.S.O.* 3*d*. (Revokes Order H.L.(34) and fixes new statutory minimum remuneration payable. Operative as from May 24, 1950.)

No. 764 (S.52). The Police Pensions (Scotland) Regulations, 1950. Dated May 11, 1950, made by the Principal Secretary of State for Scotland in conjunction with the Treasury, under Sections 1 and 3 of the Police Pensions Act, 1948 (a). *H.M.S.O.* 2*d*. (Amend the provisions of the Police Pensions (Scotland) Regulations, 1949 (b) in regard to the reduction of certain types of pension, and the calculation of pensions for members of overseas corps who have reverted to home service, etc. Operative as from May 15, 1950.)

No. 778. The Police Pensions Regulations, 1950. Dated May 15, 1950, made by the Secretary of State for Home Affairs in conjunction with the Treasury, under Sections 1 and 3 of the Police Pensions Act, 1948 (a). *H.M.S.O.* 2*d*. (Amend the provisions of the Police Pensions Regulations 1949 (b) in regard to the reduction of certain types of pension, and the calculation of pensions for members of the overseas corps who have reverted to home service, etc. Operative as from May 15, 1950.)

No. 852 (S.56). The Fire Services (Appointments and Promotion) (Scotland) Regulations, 1950. Dated May 22, 1950, made by the Secretary of State for Scotland, under Sub-Section (1) of Section 18 of the Fire Services Act, 1947 (a). *H.M.S.O.* 3*d*. (Make provision as to the procedure and qualifications for appointment to, and promotion in, the fire brigades in Scotland. Operative as from June 1, 1950.)

GENERAL

Industry and Employment in Scotland, 1949. Issued by the Scottish Home Department, May, 1950. *Cmd.* 7937. *H.M.S.O.* 3*s*. Fourth annual review of the main developments and trends in the economic affairs of Scotland. Covers the main industries, basic services and provisions for education, research and design.

International Labour Conference. Conventions and Recommendations adopted by the 32nd Session, 1949. Issued by the Ministry of Labour and National Service, May, 1950. *Cmd.* 7956., *H.M.S.O.* 2*d*. Proposed action by the Government on recommendations concerning labour clauses in public contracts; application of principles of the right of collective bargaining; principles and methods of vocational guidance.

Safety of Machine Tools and Other Plant. No. 1. Drilling Machines: Fencing of Spindles, Chucks and Tools. Issued by the Ministry of Labour and National Service, Factory Department, March, 1950. *Factory Form* 291, *H.M.S.O.* 1*s*. (*Illustrated*).

The Pottery (Health and Welfare) Special Regulations, 1950. Issued by the Ministry of Labour and National Service, Factory Department, March, 1950. *Factory Form* 1040, *H.M.S.O.* 6*d*.

Publications

INDUSTRIAL COURT AWARDS

No. 2255. Pottery Industry. Reference: Amendment of an Agreement in respect of wages and conditions of employment between the British Pottery Manufacturers' Federation and the National Society of Pottery Workers. Award: The Court awarded increased rates for all categories of workers, both male and female, over 21, with consequent increases in piecework rates, and increases for juveniles; pay for statutory holidays to be one day's pay at the minimum time rate for the operative's age and occupational group; wages of operatives to be settled on work performed from Monday to Saturday each week. (*April* 21, 1950.)

No. 2256. National Health Services. Reference: Claim for salary increases for nurses employed by Local Authorities in the Domiciliary Midwifery Service. Award: The Court awarded that non-resident District Nurses S.R.N., with district training, be paid on a scale commencing at £340, rising by annual increments of £15 to £445, with one further increment of £20 to £465. Salary scales for other grades to be negotiated in the light of this award. (*April* 27, 1950.)

No. 2257. Government Industrial Establishments. Reference: Claim for reinstatement of certain employees alleged to have been discharged contrary to terms of Redundancy Agreement. Award: The Court found the claim not established. (*May* 9, 1950.)

No. 2258. Cable and Wireless Operators. Reference: Claim for conditional elimination of differential maxima in salary scales for Traffic and Engineering Supervisors and Assistant Superintendents. Award: The Court found the claim as stated had not been substantiated, but laid down specific rates for the grades concerned. (*May* 15, 1950.)

No. 2259. National Health Services. Reference: Claim for revision of salary scales for assistants in Dispensing employed by hospitals or local authorities. Award: The Court laid down salary scales for assistants with specified qualifications ranging from £165 at 18 years of age to £385 at 22 and over: rates for unqualified assistants to range from £110 at 16 to £370 at 22 and over; London weighting to be £10 per annum for ages 16 to 20, £20 for ages 21 to 25, and £30 for ages 26 and over. (*May* 19, 1950.)

NATIONAL ARBITRATION TRIBUNAL AWARDS

No. 1427. Wage Rate of Certain Meter Testers Employed by an Engineering Firm in Oldham. Claim: That rate paid to meter testers be in accordance with Agreement of 1919, increasing by 2s. until 6s. above labourer's rate. Award: Claim not established. (*March* 29, 1950.)

No. 1428. Rates of Wages and Conditions of Employment of Certain Workers Employed by an Engineering Firm in Leicester. Claim: For increased wages and staff status for workers employed as hosiery knitting machine testers. Award: Claim not established. (*March* 30, 1950.)

No. 1429. Rates of Wages of Certain Workers Employed by a Firm of Bakers and Confectioners in South Wales. Claim: For a plus rate of 5s. per week, and overtime thereon, over Baking Wages Council rates. Award: In favour of workmen. (*March* 31, 1950.)

No. 1430. Remuneration of Certain Former Employees of the Gateshead Corporation. Claim: For specified rates of pay for former employees from December, 1947, to July, 1948, as follows: Head Porter, £326 basic plus emoluments valued at £52 p.a.; Deputy Head Porter, £312 p.a. basic; Leading Stoker, £325 p.a. basic. Award: Caim not established. (*April* 4, 1950.)

No. 1431. Question as to the Terms and Conditions of Employment which should be Observed in Respect of a Particular Worker Employed by a Firm of Building Contractors in Yorkshire. Claim: Whether company were

(*Concluded on page* 35.)

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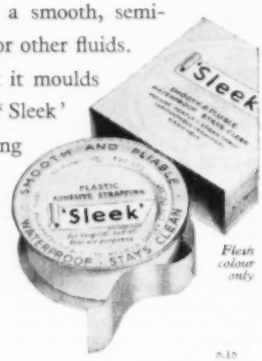

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observing recognised terms and conditions in respect of worker employed as electrician. Award: Claim not established. (*April* 11, 1950.)

No. 1432. Rates of Wages of Clerical, Supervisory and Certain Other Staffs Employed in Connection with Wholesale Meat Distribution in the North Eastern Area. Claim: For specified minimum rates of wages. Award. The Tribunal awarded as follows:

(a) Wages of male clerks to be on the following scale:

Age up to	17	18	19	20	21	22	23	24
Weekly salary	50s.	65s.	70s.	90s.	110s.	115s.	120s.	125s.

(b) Wages of supervisory clerks (including senior clerk-checkweighmen) £6 15s. per week.

(c) Wages of allocators £7 per week.

(d) Wages of female workers to be 80 per cent of corresponding rate for males.

(e) That part of the claim relating to increases in existing rates over 160s. per week was not established.

(*April* 12, 1950.)

No. 1433. Conditions of Certain Workers Employed by a Firm of Electrical Engineers in Newcastle-under-Lyme. Claim: For observance by company of arrangements for booking on and off and for payment of overtime specified in Clause 22 (i) of current National Agreement and Working Rules of the National Joint Industrial Council for the Electrical Contracting Industry. Award: Claim not established. (*April* 18, 1950.)

No. 1434. Working Week of Certain Maintenance Workers Employed by a Firm in the Steel Trade in Lancashire. Claim: That the 44 hour week be worked in five days. Award: Claim not established. (*April* 25, 1950.)

No. 1435. Remuneration of Security Police Employed by a Federated Engineering Firm in London. Claim: That all hours worked in excess of 44 be subject to enhanced payment on the basis of time-and-a-third for the first twelve hours and time-and-a-half thereafter. Award: An enhanced payment shall be made in respect of all hours worked in excess of 44, such payment to be calculated at the rate of time-and-a-quarter on the notional wage of £5 14s. 6d. per week for 44 hours. (*April* 25, 1950.)

No. 1436. Question as to Observance of Recognised Terms and Conditions of Employment by an Engineering Firm in Birmingham. Claim: Whether company were observing recognised terms and conditions in respect of a woman worker. Award: In favour of worker. (*April* 28, 1950.)

No. 1437. Basic Rate of Certain Machine Operators Employed in the Engineering Industry in the Manchester District. Claim: That rate for fully skilled engineering workers be paid on the five classes of machines covered by the district agreement of July 14, 1919. Award: Claim not established. (*May* 1, 1950.)

No. 1438. Claim for Payment in Lieu of Notice in Respect of a Worker Formerly Employed by an Engineering Firm in Datchet. Claim: For payment in lieu of notice under terms of engineering agreement, April 3, 1946. Award: In favour of workman. (*May* 8, 1950.)

No. 1439. Length of Annual Holiday in the Fellmongering Trade in Scotland. Claim: For an additional week's annual holiday with pay. Award: In favour of claim with effect from 1951 onwards. (*May* 9, 1950.)

No. 1440. Rates of Wages and Conditions of Employment of Certain Workers Employed at a Yeast Factory in Scotland. Claim: For application of rates of wages and conditions of employment operating in similar yeast factories in England. Award: Claim not established. (*May* 9, 1950.)

No. 1441. Basic Wage Rate of Packing Case Manufacturers Employed by the British Aluminium Company Limited at their Falkirk Factory. Claim: That the company pay box and packing case makers the base rate of 2s. 8½d. per hour as recognised by the industry in Scotland. Award: That existing rates be increased to 2s. 4½d. per hour; the question of the amount of bonus payment was referred back for negotiation between the parties. (*May* 10, 1950.)

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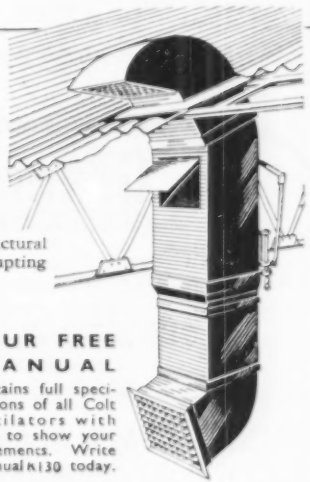

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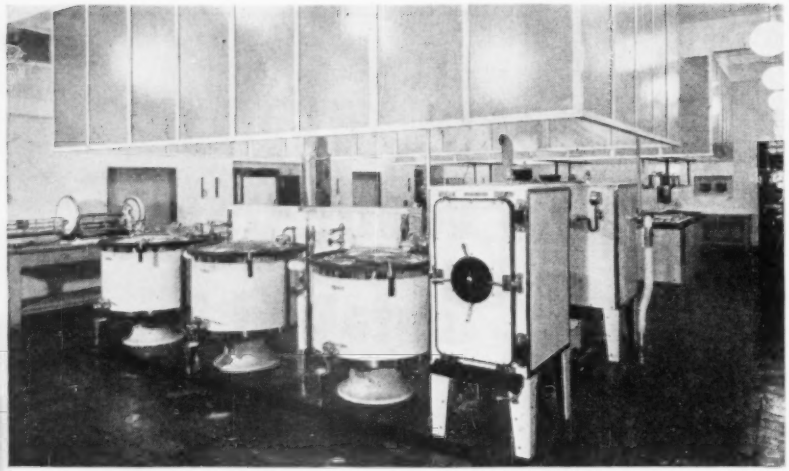

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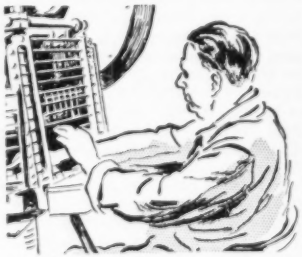

Blind machinists and other engineering operatives are placed by N.I.B.

THE EXAMPLE shown above is typical of the many ways in which N.I.B. helps the blind to become useful, happy workers in industry or commerce. N.I.B. is grateful to the co-operating Personnel Managers, whose active interest has been a constant source of encouragement in this great service to the blind. Given the same valued support in the future, N.I.B. is confident that its activities on behalf of blind workers can be still further extended.

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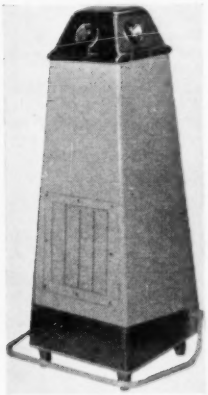
INDUSTRIAL EQUIPMENT That Raises Production Efficiency

(WELFARE)

Hand Drier

WELFARE officers will be interested in this new hand drier, which is ideal for hotels, factories, stores, trains and cinemas; anywhere, in fact, where a central steam system is available.

It has been found that the cost of the unit is adequately recompensed by the saving in laundry bills and in the loss of towels due to theft. Three special air diffusers direct a steady stream of hot air when the foot pedal is depressed.



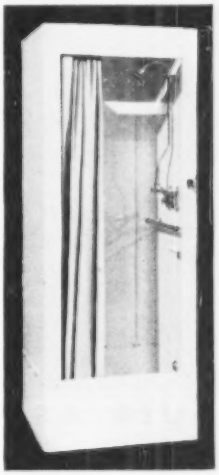
The casing of the machine is constructed from sheet steel and is attractively finished in a choice of colours.

The head of the drier is made in die-cast polished aluminium. A multi-vane fan is direct driven by an electric motor. The "Vectair" steam heating coil has an approximate steam consumption of 32 lb. per hour.

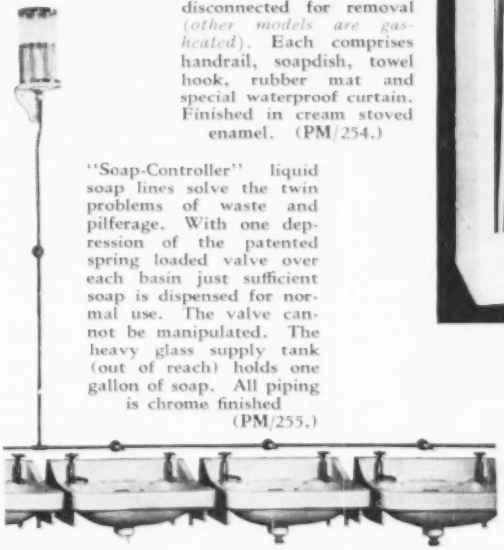
The drier is so designed that three people can dry their hands at one time in a matter of seconds. The back of the machine is fitted with ¾ in. and ½ in. condense sockets.

Overall height is 45 in., width at front 14 in., width at back 21 in. and depth 13½ in. **(PM/253.)**

New "Hotsprings" heavy grade aluminium shower cabinets are planned for factory as well as domestic use. Coupled to the main hot water supply they serve a most valuable purpose and are readily disconnected for removal *(other models are gas-heated)*. Each comprises handrail, soapdish, towel hook, rubber mat and special waterproof curtain. Finished in cream stoved enamel. **(PM/254.)**



"Soap-Controller" liquid soap lines solve the twin problems of waste and pilferage. With one depression of the patented spring loaded valve over each basin just sufficient soap is dispensed for normal use. The valve cannot be manipulated. The heavy glass supply tank (out of reach) holds one gallon of soap. All piping is chrome finished **(PM/255.)**



Industrial Floor Polishing

INTENDED for use in municipal buildings, hospitals, office blocks, canteens and factories, this industrial floor polishing machine needs no pushing and can be controlled with one hand. It has a polishing weight of approximately 2.2 lb. per sq. in.

With this exceptional pressure the resilience of the brushes produces a firm, but gentle stroke superior to any hand polishing method. Hidden grit is lifted out by the flick of the horsehair brushes and thrown into the dust trays, which are instantly removable for emptying.

The operator has only to guide the machine and no operating adjustments whatever are needed. Every 500 running hours the gearbox oil level is checked and replenished if necessary. At the same time intervals the motor carbon brushes are checked. No other maintenance is required.

The two pairs of brushes rotate inwards in opposite directions at equal speeds, holding the machine at rest, but ready to move in either direction at a hand's touch. The machine can be guided and operated effortlessly by untrained or elderly cleaners. If switched on inadvertently, no damage can occur. **(PM/256.)**

(SAFETY)

Electric Feed Rail

WHERE it is necessary to move electric tools, appliances or lights, and heavy flexible cords cause inconvenience or danger, a satisfactory alternative is the E.M.S. feed rail. This is also available for use with moving conveyor tracks on assembly lines where the operator and portable tool may travel a considerable distance

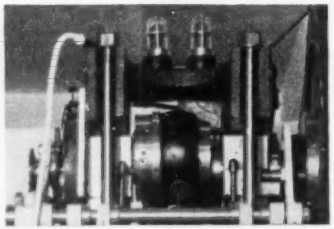
on the moving track. In stores and warehouses it can be adapted for moving pendant lights to various optional positions.

The feed rail consists of one or more trolley collectors running on continuous conductor rails, the latter being fixed to insulating blocks at suitable intervals on the inside of the U-shaped steel ducts. The conductor rails are protected by a continuous strip of insulating material mounted immediately below the insulating blocks. The ducts are in 8 ft. lengths, each provided with two adjustable supporting brackets, and can easily be coupled together. The collectors are provided with ball bearing rollers and spring-loaded contact strips. **(PM/257.)**

Warning Light for Machine Guards

ALTHOUGH primarily designed for power presses, this accident prevention system is adaptable to most machines fitted with interlock safety guards. It provides an immediate and positive indication of any dangerous condition arising from partially or wholly ineffective machine guards, and at the same time immobilises the machine until the defect is located and corrected.

The warning light operates by a series of limit switches fitted to the



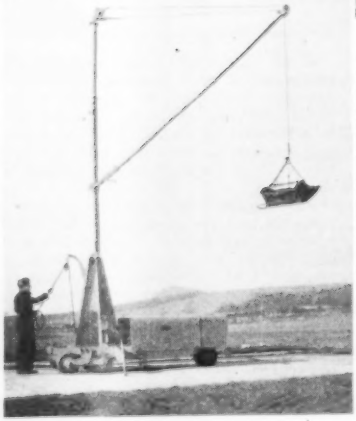
closing screen of the guard and clutch of the machine, which allow current to pass the warning lights only when the guard is not working correctly. As an additional precaution, the circuit, wired through the "no-volt" release in the starter, "cuts out" the motor simultaneously. In the case of the model illustrated, the warning lights can be seen in a vertical position in the middle of the machine, at the top.

If desired, a group indicator system can also be supplied for fitting in a convenient place or office so that the safety officer or foreman can, by visible and audible warning, be informed when any guard connected to the group system requires attention.

Audible warning is provided through an electric bell, which rings at minute intervals, controlled by a 230 volt synchronous motor. The whole system renders the machine out of action until the fault is rectified. To reset the system a relay is incorporated to be operated manually by the controlling authority. **(PM/258.)**

Dragline Hoist

THE new *Decel* dragline hoist has been specially designed to meet the demand for a light mobile crane operable by relatively unskilled labour. It consists of a rigid steel chassis on which are mounted a sub-chassis carrying a telescopic mast and supporting



frame, a winch and a 5 h.p. air-cooled petrol engine. The hoist is mounted on six wheels (pneumatic or solid rubber tyres) twin at the rear, single at the front, giving three-point suspension, and has "outrigger" supports for greater stability when the telescopic tubular jib is fully extended. A load of 5 cwt. can be lifted at 18 ft. radius to a height of 35 ft. and the jib can be operated in any position through 180 degrees. All operations are controlled by one rope which, pulled tight, raises the load, and when gently released lowers it. A quick release applies the brake. This form of control operates as a dead man's lever and in the event of the operator losing control the hoist automatically stops and remains in position until the rope is attended to. **(PM/259.)**

(GOODS HANDLING)

Handy Conveyor

LIGHT in weight, easily mobile, and having maximum stability, this conveyor has three-point suspension and a pleasing, streamlined appearance. It greatly reduces handling costs, lightens the work of loading on to wagons and operates with a minimum of attention and upkeep.

The conveyor can be turned in its own length of 12 ft. and can be easily moved by one man to any part of the factory.

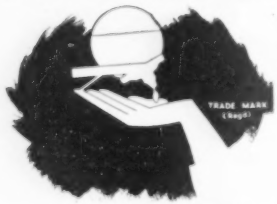
A steel roller of 7½ in. diameter is driven by a 1 h.p. A.C. geared motor with flexible cable for plugging into a wall plug. The upper and lower shafts run on plain bearings, the former being integral with the roller, and the latter taking the form of plummer blocks. The intermediate rollers and idlers run on ball bearings.

An endless rubber-covered four-ply canvas belt, 1 ft. wide, runs from the driving roller to a similar roller, 6 ft. high, at a distance of 10 ft. 2 in. The conveyor weighs 8½ cwt. **(PM/260.)**

Lightweight Truck

DESIGNED to give the small operator the advantages of mechanised transport at a price within his reach, this lightweight motor truck is available with a variety of body styles. A

LIQUID ASSETS



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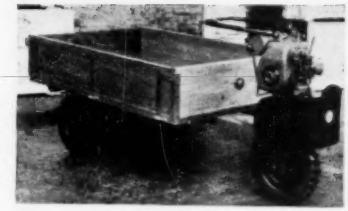


similar motor unit easily detachable and held by four bolts to the main body frame is used in each model.

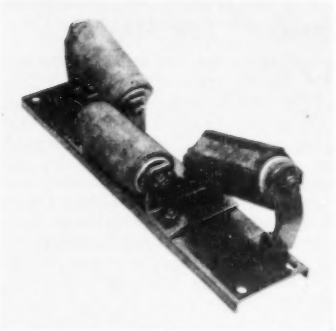
Standard parts are used for engine, gearbox, transmission, wheels and brakes, which are combined in a clever design to give a unit capable of sustained hard work at a minimum expense, showing considerable savings over manually operated transport.

The motor truck illustrated is the model 202, a general-purpose truck with a 5 ft. 3 in. by 3 ft. 4 in. boarded flat platform and fixed front board. Its loading height is 18 in.

The engine is a two-stroke Villiers petrol motor of 98 c.c. and developing 1 h.p. Petrol consumption is less than half a pint per hour under normal conditions of load. Girling brakes are fitted. **(PM/261.)**

Belt Cleaner

NEW roller-type of conveyor belt cleaner fulfils the dual purpose of centralising the load and removing dust or sticky materials from the return belt. The "rapping roller," as it is known, consists of a heavy duty idler roller, to which four or more ribs of specially-compounded rubber are permanently vulcanised. As it revolves, the ribs tap the belt lightly, causing an oscillatory movement of the belt and thus centralising the load.



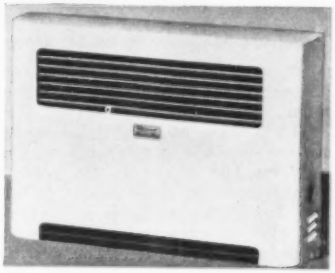
When the roller is used with the bottom belt it sets up the same conditions and removes adherent dust or sticky material. The special rubber compound used ensures that the clinging material does not stick to the roller itself; it therefore requires no attention. The tracking of the belt is also completely unaffected by its use. **(PM/262.)**

(HEATING & VENTILATION)

Thermovent

AUTOMATIC heat control in this new steel-cased industrial thermovent space heater prevents overheating and waste of electricity, giving an estimated saving in running costs of up to 35 per cent. The heater circulates a steady stream of uniformly warmed air to every part of the room, silently, without fans or mechanical aid.

It incorporates a newly-designed low thermal capacity element assembly fitted into the maker's patented thermovent system of multiple ducts. A specially-designed new type built-in thermostatic control gives continuously variable range from 35 deg F. to 70 deg. F., with coin slot adjustment.



Standard voltages are 220-250 volts A.C. or D.C., but the thermostat models are for A.C. only. **(PM/263.)**

Heat Meter

SELF-CONTAINED "Heat Meter" makes it readily possible to measure heat units supplied by hot water systems, an operation which could otherwise only be performed with elaborate apparatus. The Heat Meter is particularly valuable in the factory and in boiler houses for the control of heat delivery in process water or heat recovery from return feeds, etc. It can also be used in processing plant to form a basis for distribution of charges and for assessing the heat used per unit of output.

The instrument consists of a hot water meter, a counter directly measuring the B.Th.U.'s, calories, etc. consumed, two temperature-sensitive elements and a multiplying mechanism. It is available in sizes suitable for pipelines up to 6 in. diameter and for water at temperatures up to 300 deg. F. **(PM/264.)**

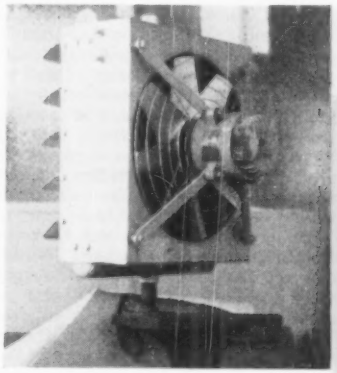
Unit Heater

ANY building can be heated or cooled by a new unit heater which does not take up floor space.

The Mk. 11 model illustrated is available in a range of sizes suitable for A.C. or D.C. supplies and for operation on steam, high-pressure hot water, or low-pressure hot water. All the low-pressure hot water units have increased heating surface to ensure an adequate temperature rise. Fan guards are supplied as standard.

The unit comprises a highly efficient heating element and a motor-driven fan, which is housed in a welded steel casing. Steam is passed inside the copper gilled tubular element, and air is passed over it by means of the fan. The hot air is then directed towards the floor by the adjustable deflectors.

In hot weather the unit can give a pleasant, continuous circulation of cool air from the fan. **(PM/265.)**



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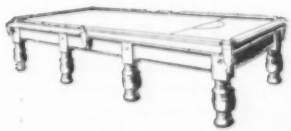

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STUDENTS CAN HELP SOLVE STAFF PROBLEM

By L. BANHAM, A.R.San.I.

Students at a famous Scottish cookery course

MANY people will assert that the problem of staffing a canteen is not so much that of finding adequately trained staff, but of finding any staff at all. In those towns where facilities exist for training in catering trade subjects, there lies a field of labour which might be explored to advantage. It is customary at one technical college to allow each girl taking the full-time day course in "Cookery for Hotels and Catering Establishments" (*City and Guilds Course, No.* 151) to spend a day per week working in a local hotel or restaurant kitchen. Such a scheme might be extended to industrial canteens to the mutual advantage of the student and of the canteen management.

The success of the "day-a-week" scheme depends largely on a willingness on the part of the canteen management to show in detail how the day-to-day work is performed, and also on an equal willingness to listen to any new idea or suggestion. Given proper encouragement and help during training, such students might take up canteen work on the completion of their studies in preference to going into hotel service. Practice makes the good cook, but the student will have learnt at least a good technique in cooking and will have acquired "finish." It is this quality of "finish" in the preparation and service of dishes which is so often lacking in canteens, and its absence is more readily attributed to lack of time than to lack of trained staff.

The hours of employment and the idea of social service may count as incentives to take up work in an industrial canteen. The wages offered can rarely be considered an incentive, particularly in the case of the more responsible positions. In the catering trade, as in other trades, one cannot expect first-rate service in return for third-rate pay.

Cleaner Food

ANOTHER film to aid the Government's campaign for clean food has been produced by the Central Office of Information for the Ministry of Health. This deals with the dangers of contamination of food by flies, under the title, "Fly About the House," and takes eight-and-a-half minutes to show. Local authorities can borrow copies of the film without charge from the Central Film Library, Imperial Institute, South Kensington, S.W.7, for free showing during local clean food campaigns.

In a circular to local authorities, the Ministry of Health has suggested that "Fly About the House" should be shown with "Another Case of Poisoning" in programmes arranged for food handlers of all kinds, including housewives.

In three months this year "Another Case of Poisoning" has been seen by over 50,000 people at nearly 1,000 performances in all parts of England and Wales. It deals in a lively and amusing manner with the various ways in which a victim of food poisoning might have been infected, and may also be borrowed from the Central Film Library.

"Ministerial Steaks" for Miners

DURING the late war, the Government allowed miners working at the coal face the privilege of being able to buy an extra shillingsworth of meat per week. This grant was made in response to a demand by the miners that the job of hewing coal could not be performed unless a more liberal allowance of meat was made available. Most miners honestly believe that an adequate intake of meat is essential for workers performing the strenuous tasks of coal-mining.

The Scientific Advice Division of the Ministry of Food were, and still are, well aware of the fallacy of such a suggestion, but so important was the urgency to produce more and still more coal that it was found advisable to humour the coal getters and accede to their request. It is interesting to

(*Concluded on page* 44.)

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By T. J. SOPHIAN

BARRISTER AT LAW

THE Court of Appeal has recently given an extremely important judgment which defines the extent and nature of the obligations which an occupier of premises owes to third persons entering upon them. Persons who come upon premises, by the invitation expressed or implied of the occupier, are called "invitees," and it is with regard to the liability of the occupier to such persons that this particular judgment relates.

This decision is of extreme importance to every trader, since any member of the public who comes upon his premises with a view to looking at his wares or making a purchase would be an "invitee." Equally, any person calling on his premises with an object in which he and the caller has a common interest, would also be an "invitee." Thus, travellers coming in with samples or postmen delivering letters would be examples of such persons who would come under the description of "invitees."

The present article explains briefly the effect of this important decision, but before proceeding, however, to examine its effect, we must draw attention to the position of the "occupier" in relation to persons who pass by in the street. Towards such persons his obligations are very much higher than they are towards an "invitee." If, for example, a passer-by is injured by a falling shop blind, by goods falling from a hoist, or again, if he should slip on the pavement which has become slippery as the result of water thrown upon it in frosty weather, the occupier in nearly every such case would be absolutely liable for the injuries thereby sustained.

Persons who come upon premises fall into different categories. A greater duty is owed by the occupier to "invitees" than is owed by him to "licensees" or to "trespassers." A "licensee" is a person who is permitted to come on the premises by the occupier, but the occupier has no interest in common with the "licensee" such as he has with the "invitee." In the case of the "licensee," the obligation of the occupier merely consists of warning him of any concealed dangers on the premises.

Now what is the obligation of the occupier towards the "invitee"? Hitherto there have been two different schools of thought. According to one view the obligation of the occupier towards an "invitee" is to take reasonable care to make his premises safe; according to the other, the only obligation of the occupier is to ascertain the existence of any dangers on the premises and either to remove them or to give adequate warning of their existence.

Your Duty

The Court of Appeal has now decided that the occupier's duty is to take reasonable care to make the premises safe and therefore it will no longer necessarily be a defence that notice of the existence of the danger was given. In every case, however, it will still be a question of fact as to whether the occupier has taken reasonable care to make the premises safe.

Whether he has done so or not will depend largely on the relationship between himself and the injured party.

At any rate, as far as customers are concerned, it seems to have been suggested in one of the judgments in this case that the shopkeeper will avoid liability provided he gives proper notice to the customer of the existence of the danger.

Thus if a clear warning is put up saying that customers should not go to the far side of the shop because the ceiling is likely to fall or because there is a hole in the floor, then in such a case the customer, should he disregard the warning and meet with an accident would, it seems, be disentitled to recover any damages; but if, on the other hand, a person is expressly invited by the trader to come upon his premises as, for example, where he invites a firm to send an accountant to look at his books or to send a traveller with samples, then it seems towards such persons the fact that a warning has been given will not avail the trader as a defence if injuries result to such person in consequence of the dangerous condition of the premises. The same, of course, applies to factory premises.

Finally, one may also deal briefly here with the position of the trader towards his servants. Even though the servant may have complained of the danger, the trader, as occupier of the premises, will, it seems, be responsible for any injuries suffered in consequence. It will not be open to him in such a case to plead that the servant willingly undertook the risk.

The Court in the case in question held that such a defence ought not to prevail against a servant who has knowledge of the existing danger and has made complaint about it but has nevertheless carried on with his work; because mere knowledge of the existence of the danger is not sufficient, unless it can be shown that the injured person not only realised the extent of the risk, but also freely and voluntarily undertook to run that risk.

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Welfare & Production Equipment To Be Installed

Alperton, Middlesex.—Abbey Wharf Ltd., Mount Pleasant, Alperton, propose to erect a factory and a canteen.

Bedlington, Northumberland.—Plans approved for pithead baths at Netherton Howard Pit were prepared by Miners' Welfare Commission Divisional Architect, Queen Square, Newcastle-on-Tyne.

Billingham on Tees.—Included in extensions planned by Imperial Chemical Industries Ltd., are extensions to the staff canteen.

Birkenhead.—Plans submitted: Factory at Corporation Road, for Alfred Holt and Co., architects: Quiggin and Gee, 17 North John Street, Liverpool. Factory at Beaufort Road, for North Western Industrial Estates, architects: Ormrod and Bannister, 49 Rodney Street, Liverpool 1.

Brighouse.—New offices, canteen, etc., are planned at Bradford Road, Bailiffe Bridge, for M. and C. Whitehead, Brighouse, Yorks.

Bristol.—Town Council will lease sites for factories at Bedminster Trading Estate to Bristol Piping Co. Ltd., and at Brislington Trading Estate to W. G. Cox and Son Ltd. A factory is planned for Finch and Godwin (Wireworkers) Ltd. Architect: A. F. French, Halifax House, St. Augustine's Parade, Bristol.

Burnley.—Plans submitted for a canteen and kitchen, Imperial Mill, Rosegrove, for John Spencer (Burnley) Ltd.

Chatham.—Plans submitted for a factory, Princes Avenue, for R. W. Overton Ltd.

Chester-le-Street, Durham.—Extensions are proposed at the colliery canteen at Beamish Second Colliery, for the National Coal Board.

Cheshire.—The British Rayon Research Association, Barton Dock Road, Urmston, Manchester, will invite tenders soon for building over an area of 20 acres at Heald Green. Architects are Lanchester and Lodge, 10 Woburn Square, London, W.C.1.

Coventry.—Corporation is discussing with Board of Trade proposals to allocate sites for light industries on part of 20 acres.

Co. Durham.—A site at Lintzford, 10 miles from Newcastle, has been chosen by British Celanese Ltd., 22 Hanover Square, London, W.1, for the large new works. The architect is J. N. Napper, 56 Eldon Place, Newcastle-on-Tyne.

Dagenham, Essex.—A welfare building at Chequers Lane is proposed by Southern United Telephone Cables Ltd., Dagenham Dock, Dagenham. A factory is proposed by General Engineering Co. Ltd., Invicta Works, Chadwell Heath.

Darlington.—The North of England School Furnishing Co. Ltd., are to extend their canteen at East Mount Road.

Dewsbury.—The Town Council is to give its approval for 10 years to a proposal by Yorkshire W.D. Transport Co. Ltd. to erect an employees' canteen at Dewsbury bus station.

Doncaster.—Town Council has received plans for a clothing works at Wheatley Hall Road, for Montague Burton Ltd., Hudson Road Mills, Leeds.

Dundee.—Scottish Industrial Estates Ltd., 3 Woodside Place, Glasgow, C.3, propose to expand Kingsway Industrial Estate, at an expected cost of £500,000.

Duston.—A messroom and bakehouse to cost £13,000 is proposed at St. Crispin Hospital. Architects: J. M. Sheppard and Partners, 38 Bedford Place, London, W.C.1.

Eccles.—A messroom, etc. is included in proposed extensions for Lomax Bros. Ltd., Ellbee House, Albert Street, Eccles.

Glasgow.—A light engineering factory at Colston Road, Bishopbriggs, is planned for Hurry and Partners, Auchenairn Road, Bishopbriggs.

Harlow, Essex.—The Ministry of Planning has approved amended layout plans for Eastern Industrial Estate on the new town to be developed by Harlow Development Corporation, Harlow.

Hebden Royd, Yorks.—U.D.C. has approved plans for engineering works, for J. Kershaw and Sons in Scout Road.

Hendon, N.W.—A factory is proposed by Polyform Ltd., South Road, Hendon, N.W.

Hull.—Thos. Holmes and Sons Ltd., Sculcoates, Hull, will rebuild their tannery.

Kidderminster.—A carpet factory is panned by Morris and Co. Ltd., Viaduct Works, Hoobrooke, Kidderminster.

Kirkby-in-Ashfield, Notts.—Fordham and Burton Ltd., East Kirkby, have plans for a new factory.

Lanarkshire.—Mr. James Allan, 38 Palmerston Place, West End, Edinburgh, will prepare plans for a canteen, new pithead baths and medical centre at Kingshill Collieries, proposed by the National Coal Board, Southern Division, Edinburgh.

Newcastle-on-Tyne.—Additions and alterations for a canteen, etc., at Shields Road are planned by Cut-Out Ltd., box makers. A new factory for Essen Ltd., City Road, Newcastle. Architects: J. W. Taylor and Son, Gallowgate, Newcastle-on-Tyne.

Newcastle-under-Lyme.—T.C. has approved plans for a foundry at Holditch for J. T. Price and Co. Architects: Wood, Goldstraw and Yorath, Victoria Chambers, Tunstall, Stoke-on-Trent.

Northampton.—Plans have been approved for a factory at Bridge Street and Cattle Market Road, for Norris and Watts, 87 Military Road, Northampton.

Northumberland.—County Council has approved a £6,000 scheme for providing a canteen at County Hall, Newcastle-on-Tyne. Plans by the County Architect, Newcastle.

Peterborough.—A building contract has been placed for a canteen for J. Farrow and Co. Ltd., Carlton Works, Peterborough, at about £15,000.

Plymouth.—A factory and offices are proposed by Saccone and Speed Ltd., 7 High Street, Devonport.

Reading.—Plans submitted to the Town Council for extensions to include a canteen at Mill Lane, for Burberry's Ltd.

Rochdale.—Plans approved by the Town Council for a canteen at Woodbine Street, for Fethney Bros. Ltd.

Romford, Essex.—A. Hubbersgilt, Mount Pleasant Hill, London, E.5, propose a furniture factory.

Ruabon.—Monsanto Chemicals Ltd., Tatham Works, Ruabon, propose an expenditure of £200,000 on extensions.

Sheffield.—Gilbow Tool and Steel Co. Ltd., Bridge Street, Sheffield, propose engineering works.

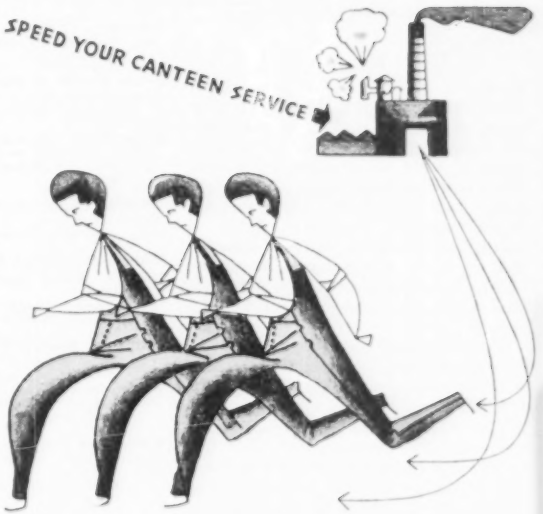
Southampton.—A factory and offices are proposed by C.P.C. (Southampton) Ltd., Gaters Mill, West End, Southampton.

Wallasey.—Petsco, shop fittings manufacturers, seek the Corporation's assistance in securing a site for a factory.

Walsall.—Town Council recommended to sell a site at Rollingmill Street to Holbrooks Ltd., Ashted Row, Birmingham 7.

Wellington.—A building contract has been placed for a factory for Price Bros. and Co., South Street, Wellington.

York.—Plans submitted to the Corporation for a canteen at Piccadilly Foundry, for W. Dove and Sons Ltd. T. J. Botterill, Poads Road, York, proposes a factory for farming machinery.



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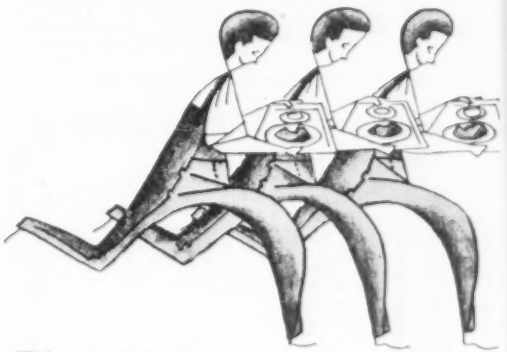

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Hospital Staffs' Joint Consultation

from p. 20

prepared to recognise that delegates from the staff side have a better grasp of hospital problems than may be supposed. He must be able to grasp a point being made by a hesitant, and perhaps incoherent, delegate, and to present it in a form understandable to all. With a mediocre chairman such a delegate may get no encouragement, or no chance to make his contribution; and the committee will be thereby the poorer.

Joint consultation has nothing to do with workers' control, with which it is often confused. In any project there can only be one management; if the workers are in control, then they are the management, and are faced with the same problem as their predecessors—that of obtaining the willing co-operation of everyone in their organisation. It is this willing co-operation that joint consultation seeks to achieve.

(Reproduced by courtesy of the "Lancet," from its issue of June 10, 1950.)

THE MONTH'S DATES

Ashridge—Course 35
7-10 Week-end Conference on "Industry," Berkhamsted.

British Institute of Management/Pendley Manor
25-30 Five-day Course for Foremen and Supervisors in Industry, Tring.

Burton Manor—Course 125
2-14 "Introduction to Industrial Psychology and Study of Human Factors in Industry," Wirral.

Industrial Welfare Society
8-12 Annual Conference, Keble Coll., Oxford.
13-17 Small Firm Conference, Keble Coll., Oxford.

Institute of Industrial Administration
15-22 4th Annual Residential Summer School, Oxford.
22-29 Summer School, Oxford. (In conjuction with the Ministry of Education.)

Institute of Industrial Supervisors
6 Ladies' Night.

Institute of Personnel Management
13 Graduate Members' Evening, 6.30 p.m., Manchester.

International Congress of Ophthalmology
17-22 Sixteenth Annual Congress, London.
21-22 Exhibition of Industrial and Social Ophthalmology, London School of Hygiene and Tropical Medicine, London. (*Closes Saturday 1 p.m.*).

Workers' Educational Association
1-15 National School for Trades Unionists, Dorking.

Urchfont Manor
6-9 Special Course for Personnel of Small Firms, Devizes.

Steaks for Miners

from p. 40

note that workers at the coal face are still entitled to obtain extra meat.

Such consideration for the welfare of one section of the workers in one key industry might evoke rather unfavourable comment from workers in other industries if it was more generally known. But those who would shout loudest would be least likely to undertake the work of coal getting.

This theory regarding meat being vital to those engaged in coal-mining probably arises from the fact that coal miners as a community were large meat eaters in relation to their wage-earning capacity in pre-war days. Meat, too, has a high "satiety value," that is, it stays longer in the stomach and in consequence provides that satisfied feeling for a longer period than would accrue from a meal of starchy foods.

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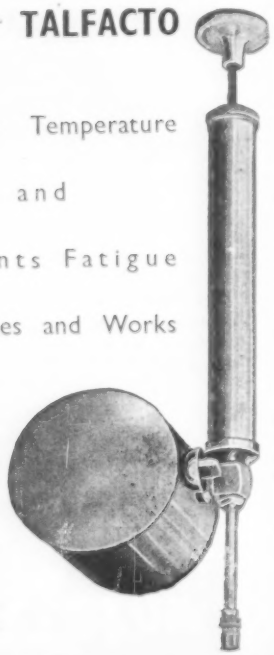

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